

**Gender role structure influence on Cultural Capital, Power
Motivation and Social Capital as determinants of leadership role
occupancy for women.**

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Abstract

In the workplace, one of the most prevalent issues faced by women is the veiled obstructions that inhibit women from occupying leadership roles. While academic literature, business and global social advocates continuously emphasize the need for increasing opportunities for women to ascend to leadership roles, the rate at which this transformation is taking place is disconcertingly slow. Amongst the multi-dimensional impediments that women face in career advancement, there is very limited evidence on gendered role structure and social processes that influence how women accumulate the required resources or capitals to ensure successful leadership role occupancy to add value to new approaches. The aim of this research study is to explore and understand how gender role structure influences Cultural Capital, Power Motivation and Social Capital as determinants of leadership role occupancy for women.

A qualitative research method was selected for this study to gain valuable insights into the personal experiences of women with regards to gender role structure and the consequential adult attitudes, behaviours and choices which influence how leadership role occupancy is pursued. The value of this insight lies in the understanding generated by the research results on what factors encourage accumulation of the required capitals and what factors inhibit them, so that new approaches may be designed and implemented at an organisational level to improve the rate at which women ascend into leadership roles. In order to gain valuable insights from personal experiences of women, nine in-depth interviews were conducted with senior managers and executive managers from five different industries. The interviews were then analysed using thematic content analysis to produce findings and obtain constructive insights for this study.

The findings of the study indicate gender role structure has an influence in how cultural capital, power motivation and social capital is accumulated and employed to pursue leadership role occupancy. The findings indicate that observations of gender stereotyping in learned experiences, influence of role models and the consequential ineffective use of social networks are factors that inhibit women from pursuing leadership role occupancy. The model for creating sustainable ambition for leadership role occupancy for women

was developed using these research findings and it incorporates the interdependence of social structural processes at individual, social and organisational levels to improve pursuit of leadership role occupancy for women.

Keywords: Gender role structure, Gender stereotypes, Cultural Capital, Power Motivation, Social Capital, Leadership Role Occupancy, Women

Declaration

I declare that this research report is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination at any other University. I further declare that I have obtained the necessary authorisation and consents to carry out this research.

Ksheka Singh

21 November 2018

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Chapter 1: Introduction to the Research Problem

1.1. Background to the research

It is well documented that the pursuit of leadership role occupancy for women is impeded by a number of barriers. (Hurley, & Choudhary, 2016) The type of barriers women face is varied, and the prevalence of one barrier over another changes in different environments and cultures. The glass ceiling, a well-known term coined by two Wall Street journalists (Hymowitz & Schellhardt, 1986) has been used to describe the invisible barrier that women face in career advancement, however, studies have demonstrated that the barriers women face are far more complex. (Hoyt, 2017) The term used to describe this complexity is the '*glass labyrinth*'. (Wood & Eagly, 2012) Hoyt observes that the metaphor of the labyrinth fittingly conveys the multi-faceted assortment of challenges that women face. Amongst the number of impediments that women encounter while pursuing leadership role occupancy, are the influences of social structures, which contribute to how gender roles are formulated. Studies have identified that gender is the core cultural frame through which people learn how to relate to one another and establish the conventions for those relationships.

As society changes and views that are more liberal permeate the periphery of social structures, a pertinent question is how are women equipped to consolidate the required elements and successfully pursue leadership role occupancy? Various studies recognize that cultural capital, power motivation and social capital are important determinants of pursuing leadership roles. (Wood et al, 2012) (Fitzsimmons et al, 2016) (Broadbridge, 2016) (Schuh, Bark, Quaquebeke, Frieg and Dick 2018) Since gender roles influence how attitudes and behaviors are shaped, these attitudes and behaviours consequently influence how women accumulate the determinants or required capitals for leadership role occupancy.

Gender inequality, specifically in the workplace, has been attributed to processes that transpire at the interpersonal level, that is, relationships and how they contribute to the application of education and learned experiences, motivation and opportunities. (Ridgeway, 2011) It is in this process that status hierarchies are developed with regards to gender. Even though studies have also demonstrated that women are more effective as leaders than men, the generally established perception is that men are best suited as leaders as opposed to women. (Hernandez Bark, Escartín, Schuh, & van Dick, 2016) (Ridgeway, 2011) Each gender develops propensities that are appropriate to their learned role. This ranges from early life experiences, parental and social division of labour, different intensities of motivation for leadership role occupancy, and required social capital needed to pursue leadership role occupancy. Fitzsimmons, Terrance and Callan (2016) observes that individual, societal and organisational forces cooperate to inhibit women from developing the type of assets that are required for pursuing leadership roles. Cultural capital accumulation, which is, education and learned experiences are influenced by social structural processes and gendered experiences.

This is where women experience the encouragement and expectations of them by primary care givers or parents, about how much cultural capital they should be accumulating. Are women encouraged to achieve high levels of education and learning experiences which will contribute to pursuing leadership role occupancy? (Fitzsimmons & Callan, 2016) Power motivation is the second determinant that is influenced by social structural processes and gender experiences. Wood and Eagly (2012) observe that two specific social processes play a key role in motivation, which are, gendered division of labour and experience of role models. (Wood & Eagly, 2012) Social capital is the third determinant and how women use social capital to advance their careers is closely linked to gendered experiences. (Broadbridge, 2016) (Kendall, 2018) Fitzsimmons et al (2016) further observes that social structural processes also act to influence women in reducing their ambition for and pursuit of leadership roles.

According to the United Nations Sustainable Development goals, (UN Statistics Division, 2017) while women and girls represent half of the world's population, gender inequality remains a persistent problem. According to the UN Gender Review (2018), the advantage of more women in leadership positions increases the focus on gender equality and there is a tendency for women to positively influence the equitable distribution of resources. Furthermore, a McKinsey (2018) study on women and leadership reveals that women frequently apply more of the leadership behaviours proven to enhance corporate performance than men do. While women have entered the labour market in greater numbers over the last few decades, studies show that very little cross over between what was considered traditional roles for men and women has occurred. A recently published study by Keloharju, Knüpfer and Tåg (2018) examining executive appointments at all organisations in Sweden, showed that neither abilities, skills or education explain the gender gaps in top management executive appointments (Keloharju, Knüpfer, & Tåg, 2018). Similarly, the McKinsey report (2018) revealed that underrepresentation of women in leadership roles cannot be explained by attrition.

In South Africa, the gender gap index ranks it in 19th place out of 144 countries included in the World Economic Forum report. (World Economic Forum , 2017) This appears on the surface to be a reasonably good ranking however, when the sub-indexed rankings are examined, it is clear that it is driven by the high rankings in healthcare and political participation in contrast with its low rankings in economic participation and opportunity which sits at a low ranking of 89, and education attainment ranked at 64 Bain and Company released a report in 2017 highlight some areas of concern for South Africa:

- In 2017, 31% of South African companies have no female representation in senior leadership roles. The latest Businesswomen's Association of South Africa (BWASA) census on women in leadership indicates that 22% of board directors are women, but only 7% are executive directors.
- Only 10% of South African CEOs are women.
- With JSE companies 10% drops to 2.2%.

- The overall percentage of women in senior leadership roles has increased only slightly from 26% in 2004 to 28% in 2017.
South Africa is consistent with of Africa with a 29 (Fajardo & Erasmus, 2017)
- % total of senior leadership roles held by women. The percentage of CEOs who are women in South Africa (10%) is lower than the global average of 12%.

These accumulations and the effective use of them are determinants of the type of roles that will be occupied in the future. (Wood & Eagly, 2002) (Avolio, Rotundo, & Walumbwa, 2009) (Owen-Blakemore & Hill, 2008). A study by Hernandez, Bark, Schuh and van Dick (2016) which sought to understand the relationship between gender and leadership role occupancy notes that the perceived masculine character of leadership roles not only prevents women from occupying leadership roles but also moderate women's power motivation to pursue such roles. Hernandez et al (2016) argue that the difference in leadership styles that women exhibit is the competitive advantage that should lead to them successfully pursuing and occupying leadership roles. However, the study also notes that socialization and gender roles are assimilated into the individual's personalities and sense of self, and therefore gender roles influence the standards and goals that individuals set for themselves.

Cohen (2000) distinguished that effective leadership requires the ability to influence a group of people and steer them towards a common goal. The determinants of leadership role occupancy involves the use of valuable capital accumulated in development and later years as well as the motivation to occupy leadership roles. (Fitzsimmons et al, 2016) Fitzsimmons et al (2016) observes that the conundrum faced by women within organisations is the proficiency to engage in the full assortment of influencing behaviours. The required capital women need to pursue and occupy leadership roles can be influenced by societal effects. (Carli, 2001) (Haynes, 2012) (Heilman, 2012). This leaves women in the double bind adverse position of being negatively evaluated for leadership roles if they display communal attributes and also if they display agentic attributes.

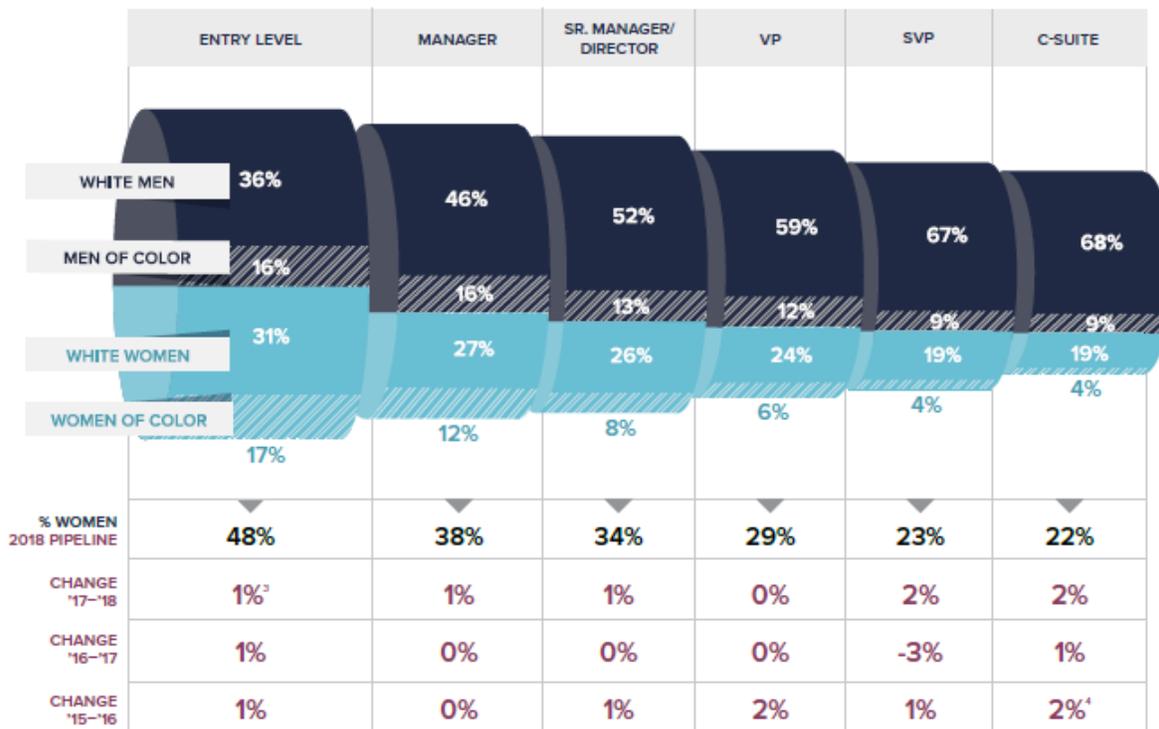
1.2 Motivation for the research

The need for this study is motivated by both the requirement to address current levels of gender imbalance in leadership roles. (Robertson and Byrne, 2016) and the underrepresentation of women at leadership levels in organisations. Studies have shown that the under-representation of women in organisations have seen little change over the last few years. The 2018 Women in the Workplace study by McKinsey and LeanIn.Org shows that change at least over the last three years has not exceeded 2%.

Figure 1: Female representation in the corporate pipeline

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE

% OF EMPLOYEES BY LEVEL IN 2018²



Source: 2018 McKinsey and LeanIn.org Women in the Workplace study

As Hofmeyr and Mzobe (2012) note, women are continually underutilized particularly at the leadership level. Current literature has empirically tested cultural capital, motivation and social capital from a quantitative perspective but very little research explores and seeks to understand the female experience from formative years into career progression. As argued by Kellerman and Rhode (2007) the factors that inhibit women from pursuing leadership roles are multi-faceted. One of the areas that require more attention is how women are habituated to pursue leadership roles. This research paper aims to explore and understand the female experience of how gendered role structure processes influence the accumulation of determinants of leadership role occupancy.

1.3 Significance of the research

The exclusion of women from positions in power and higher level executive positions is often attributed to the education system, access to education and established patriarchal groups within corporates. The issue of gender equality is of significance to the world, not just South Africa, as it impacts economic growth, poverty reduction and food security as recognized by the UNSD goals. A report released by The Organisation for Economic Co-operation and Development (OECD) observed in 2016, that the under utilisation of the pool of qualified women who forms part of a female talent pool in the world, disadvantages organisational growth. (OECD, 2017) The report further states that achievement of parity in the labor force and increased participation rates between men and women in member countries could boost GDP by as much as 12% in the next 20 years (OECD, 2017). Gendered roles are typically entrenched in development years through social structures, which influence how women are able to accumulate the required cultural capital, power motivation and social capital for career progress and pursuit of leadership roles. (Wood et al, 2012) (Risman & Davis, 2012) The business significance for this research lies a multitude of benefits for organisations. As mentioned above, more women in leadership positions increases the social justice or equal opportunity for other women in occupying leadership roles, women encourage more equitable distribution of resources and studies have demonstrated that an increase in female leadership can make a significant contribution to increasing profitability and sustainability of organisations. (UNWomen, 2012) (Hurley et al., 2016)

From an academic perspective, previous academic studies have evidenced that more female representation at leadership levels increase the chance that women have a fair and equal opportunity to gain access to leadership roles. (Stainback, Kleiner, & Skaggs, 2016) (Kendall, 2018) (Bergner, Kanape, & Rybnicek, 2018) It seems to be a situation of contradictory rules, where barriers to leadership roles exist, conscious and unconscious, the removal of these barriers could prove to be a great step towards progress for more women. This study can contribute to understanding how experiences of gendered social structure influences the accumulation of determinants of leadership role occupancy for women and how those determinants are utilized to pursue leadership roles. The female experience is at the heart of this explorative research and understanding the influence of cultural capital, motivation and social capital on career advancement for women may shed some light on how women can work towards realizing the required determinants of leadership role occupancy.

The significance of the research lies in adding further understanding to the social structural dimension of the limitations women face and how gender structure as a social process influences accumulation of determinants of leadership role occupancy. Achieving gender equality has been significantly slow, and while education is often cited as the solution to close the gap, studies show that qualified women make up a large (Melin & Haag, 2015) proportion of the existing talent pool in the world. (Fitzsimmons, Callan, & Paulsen, 2014) It is apparent to discern that the problem is a multi-faceted one. Exploring and finding ways to re-engineer how contributions can be made to social structural dimensions in the present has an important role to play in the solution. It extends to a possible required change in organisational approaches to development and support of career advancement for females in the workplace, the way that leadership is defined, the types of attributes that are considered of high value in defining leadership.

Chapter 2: Literature Review

2.1 Introduction

In the context of leadership role occupancy for women, the underlying reasons for the underrepresentation of women in leadership roles within organisations needs to be explored from the perspective of cultural framing, in order to better understand how attitudes and beliefs that women form in their formative years influences their pursuit for leadership role occupancy. . The literature reviewed in this chapter explores the social structure of roles and how they influence cultural capital, power motivation and social capital as determinants of leadership role occupancy for women. While motivation provides the ‘why’ of pursuing leadership roles, human or cultural capital provides the ‘how’ and social capital the ‘who’. Social capital and motivation compliment cultural capital, with motivation providing the determination, cultural capital providing the individual ability and social capital providing the opportunity (Burt, 1998).

2.2 The Social Theories approach to Women and Leadership Role Occupancy

Social theories have long been used to understand how attitudes and behaviour are shaped by social habitus and experiences. (Hoyt et al, 2017) These theories help us understand how the social context and perceptions formed within them influence leadership, and particularly regarding gender leadership, it helps us understand some of the latent barriers that women face in the leadership domain. Hoyt et al (2017) observes that while studies have shown little difference between leadership styles across genders, the barriers that women face in occupying leadership roles remains a significant issue. Cultural capital, power motivation and social capital, observed as determinants for leadership role occupancy are accrued in a process. (add reference) This process is established through social structures and social experiences. For the purpose of this research paper, literature from social role theory of gender is reviewed to understand how gender roles influence the accumulation of cultural capital, power motivation and social

capital through social structure, learned experience and habitus. Cultural capital, power motivation and social capital are then reviewed to understand the influence on leadership role occupancy for women.

2.3 Social Roles, Gender and Determinants of Leadership Role Occupancy

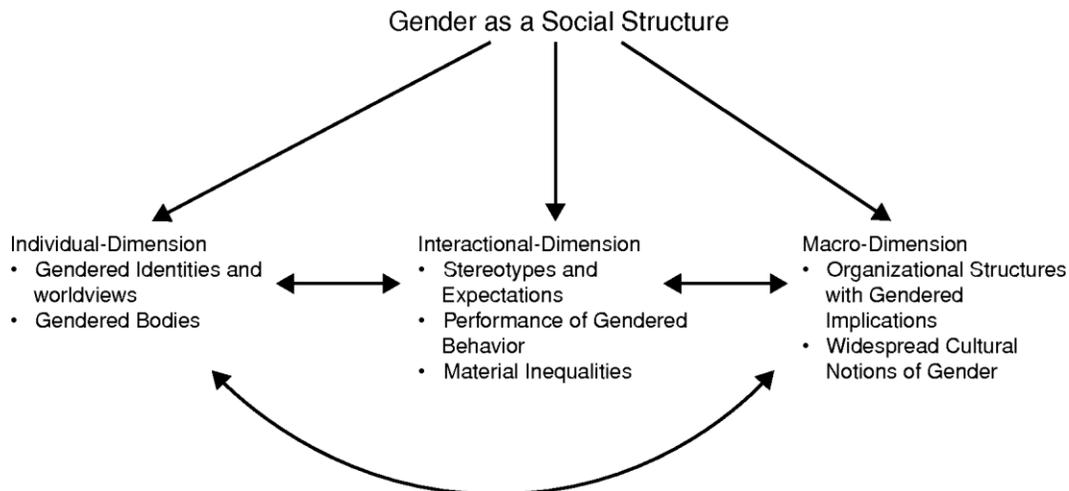
Social role theory progressed by Wood and Eagly (2012), states that there is an expectation for men and women to possess characters that are aligned to their usual social roles. Social roles are developed within social structures.

The social structural approach in structural gender theory developed a few years earlier highlights the progression of social influence, particularly between gender roles and actual behaviour. While this approach has traditionally been used in academics for the study of felonious and deviant behaviour and has only been applied to gender as late as the 1980s, it gained some attention in the last decade in terms of examining gender biases. In contrast to the evolutionary approach, which argues that men and women choose different roles based on their psychological differences, the social structural approach argues that men and women demonstrate differences psychologically, because of the adaption of different social roles. (Hernandez et al, 2016) The way that men and women are shaped by social structures therefore influences mental processes, which in turn determines how men and women would navigate certain areas of their lives, like careers and leadership. Academic Barbara Risman first proposed in 2004, that the social structural approach be applied to gender, building on the work of Epstein (1988), which focuses on how social structure creates gendered behaviour. Risman observed in early work that both women and men are coerced into disparate social roles, which precedes the selection of specific gendered paths. (Risman 2004) (Risman & Davis, 2012)

Not only are women and men coerced into differential social roles; they often choose their gendered paths, whether consciously or unconsciously. Social structure contributes to the selected gendered paths and the roles that men and women fall into as part of how social structures are continuously constituted. (Risman 2004) These patterns of

behaviour form the norms of appropriate conduct for both men and women. Eagly and Carli (2003) made an observation about the social expectations of men and women's behaviour in that expectations that are perceived as normative describe the types of qualities and behaviours that are seen as desirable for each sexual category. Studies have shown and continue to show that gender roles still vary between the sexes. (Eagly et al, 2003) Risman's social role theory of gender (2012) proposed gender as a structure of three dimensions. Below is a diagram of Risman's three dimensions of gender structure.

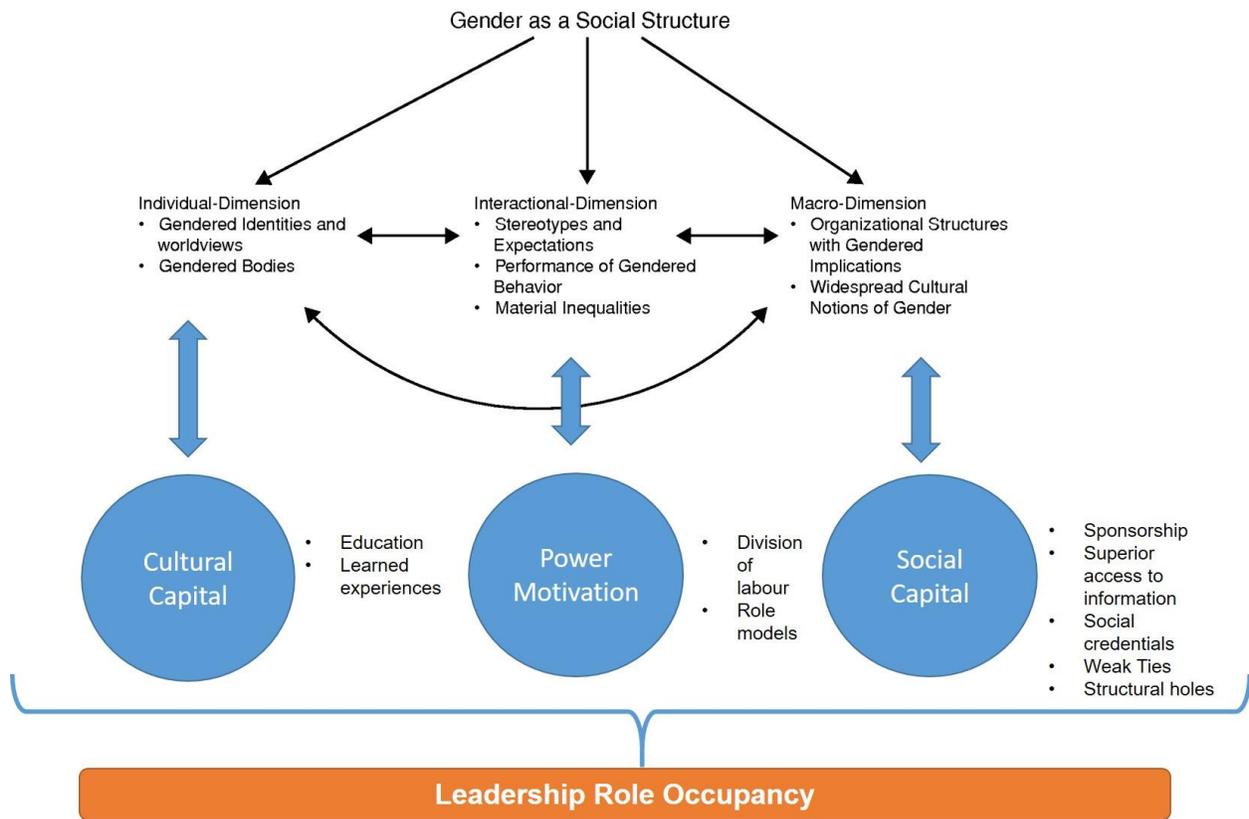
Figure 2: Three dimensions of gender as a social structure



Adopted from (Risman & Davis, 2012)

The determinants of leadership role occupancy, that is, cultural capital, power motivation and social capital have been aligned the discussion that follows to the dimension in which the structural processes of accumulation occur. The following diagram illustrates the discussion that follows:

Figure 3: Three dimensions of gender as a social structure and determinants of leadership role occupancy



Adopted from (Risman & Davis, 2012) and reformulated by researcher

2.4 Cultural Capital and the individual dimension of gender

First at the individual level, is where gendered identities become internalised. At the individual level, education and learned experiences, or cultural capital, is accumulated and the identities formed within these experiences are co-opted by the individual. Scarborough and Risman (2017) state that cultural dynamisms are a principle aspect of etching a point of view that reinforces both gender differences and gender inequality. (Scarborough et al, 2017) A study on feminist ecology by Teller and Porcelli (2017) notes that due to the ubiquitous nature of gender is, it habitually becomes the most available substance from which individuals will construct their aspirations. Career choices are also

viewed as an inherent statement about the individual at an intrinsic level and aspirations are used to make such choices. (Teller & Porcelli, 2017) Schuh et al (2014) affirm that ample evidence demonstrates that gender roles are still considerably varied. A study of gender issues in career progression spanning 25 years showed that while the studies have been concerned with outlining the barriers females face in society both in academics and business, the past few years have moved towards discerning the differences between men and women and the implications these differences have on career progression and workplace attitudes. How does the internalised gender identity that women develop influence attitudes towards pursuing leadership role occupancy? Cultural capital, or education and learned experiences instil gender characteristics and attributes that persist in how careers are piloted. (Teller et al, 2017)

2.4.1 Gendered accumulation of Cultural Capital

The Bourdieusian (1990) approach as discerned by Edgerton and Roberts (2014) terms capital that is accumulated through experience and education as cultural capital. While in most academic studies, this dimension is referred to as human capital, in this study we will use the term cultural capital, so as not to confuse the term with the organisational understanding of human capital. Gender norms and characteristics bear a position in how individuals' acquire cultural capital. This shapes and influences the individuals' opportunities and interest in career progression. Fitzsimmons et al (2016) note that the Bourdieusian formation of valuable capital in examining the appointment of men and women to executive roles comprises of social structure. As mentioned above, social structures at the individual level are where individual identities are formed. Bourdieu's notion of habitus or the ways in which we act, think and feel is formed through being immersed in the social structure of the family environment, education and learned experiences. (Bourdieu, 1996) (Swartz & Power, 2015) it is through habitus that adult behaviour and attitudes are configured and cultural capital is central to this. Fitzsimmons et al (2016) observe that formal teaching and learning experiences in the early family environment are ways in which cultural capital is accumulated.

Examined by Fitzsimmons et al (2016), cultural capital is identified as necessary for career progression. The study by Fitzsimmons et al (2016) observes that women are disadvantaged in accumulation of cultural capital from formative years, and the accumulation of high levels of cultural capital is often as a result of high levels of stimulus to achieve cultural capital elements of education and learning experiences. Contrastingly, a study on family business succession by Ahrens, Landmann and Woywode (2015) shows that women often accumulate higher levels of cultural capital than men, and the succession to leadership roles is not dependent on education and learning but rather on decision makers preference for males in leadership roles. (Ahrens, Landmann, & Woywode, 2015)

Cultural capital is accumulated over a period of time, and valuable features of cultural capital accumulation include leadership, strategy, intelligence, integrity, self-efficacy and stewardship. (Fitzsimmons et al, 2016) (Eagly & Carli, 2003) These aspects are also noted by Avolio, Rotundo and Walumbwa (2009) characteristics required by individuals who aspire to achieve leadership roles. (Avolio, Rotundo, & Walumbwa, 2009) Fitzsimmons et al (2016) observe in their study spanning 162 corporate executives, that role decision makers consider leadership and strategic vision key aspects for leadership role occupancy. Leadership is concomitant with the appointed individuals who are able to deliver on strategic vision and integrity was viewed as complementary aspect to maintaining trust and contributing to firm performance. If studies demonstrate that women tend to have higher levels of cultural capital and that role decision makers are inclined to appoint individuals to leadership role occupancy based on cultural capital, why then does the gender disparity in leadership positions continue to occur?

The Bourdieusian (1990) approach is used to understand why gender disparity in leadership positions continues to occur. This approach delineates that structured spaces (family, community and organisations) have forces in play, which create a “hierarchically organized system around specific types and combinations of capital.” (Fitzsimmons et al 2016) (Joshi and Griffiths, 2015) Bosak and Sczesny (2011) as cited in Schuh et al (2014) purport that gender roles still have distinct ascribed attributes where women are attributed

with traits of supportiveness, empathy and gentleness which are communal while men are ascribed more agentic attributes like assertiveness, competitiveness and dominance. Schuh et al (2014) highlights that the relevance of communal and agentic attributes is of importance to understanding the domain of leadership from a gender perspective. Perspectives of successful leadership and successful leadership role occupancy are firmly entrenched in ascribed attributes that are typically masculine, such as competitiveness, assertiveness and decisiveness. Women are perceived to be at a disadvantage due to the characteristics of emphasizing social values and attitudes that promote the welfare of others. Hoyt et al (2017) however notes that this does not influence the effectiveness in the way that women lead as opposed to men. Regardless, while the level of cultural capital accumulation is high and leadership effectiveness is not significantly different from an attribute women perspective; women still face barriers to leadership role occupancy. The key to begin to understanding part of the multi-faceted barriers women face would then be to understand how accumulation of cultural capital influences the aspiration for pursuing leadership role occupancy.

2.5 Power Motivation and the Interactional Dimension of Gender

Interaction between people is the next level in which gendered identities are both shaped and reinforced. Pursuing leadership role occupancy as an adult behaviour has inducement sources in gendered identities. Studies have shown that the type of roles individuals are predisposed to pursuing is mainly rooted in what Wood et al (2012) refer to as socialisation and Risman et al (2012) refers to as interaction. Wood et al (2012) proposed that division of labour and the social experience of role modelling is central in social construction of gender roles and beliefs. The interactional dimension of social exchanges between people is the level where individuals begin to notice inequalities, where behaviour is modelled and expectations are formed. Risman's (2012) second dimension of interaction and the experience of division of labour and role modelling (Wood et al 2012) are inextricably linked to power motivation as this is where individuals begin to form internalised expectations. The study by Schuh, Bark, Hernandez and Quaakebeke (2018) looks at various definitions for power motivation from a range of

motivation theories, including McClelland (1985) and Miner (1978). Schuh et al (2018) have defined the term as the aspiration to occupy roles that fulfil the needs for achievement, affiliation and influence over others. Power motivation sits within this dimension in how women are exposed to division of labour within the family unit, how performance of gendered behaviour is experienced and the influence an awareness of inequalities may have on the motivation for power and to pursue leadership role occupancy. Wood et al observe that division of labour and role modelling, although are not exclusive as a result, have shown a significant correlation to adult behaviour. (Scarborough et al, 2017) (Hernandez Bark et al., 2016) While these social interactions re-imprint the gender order, which means that people interact in particular ways with men and with women, there is a dependency on unconscious and conscious perceptions in how genders are demarcated. Other types stimuli can play a role in how socialisation takes place This refers to the media, different cultural exposure and experiences, however dominant interactions habitually uphold traditional gender norms as they become a routine application.

2.5.1 Gendered influence on Power Motivation

Academic studies have examined the correlations between absolute motives and various signs of career preference, and findings have shown that performance with the need for power and the need for achievement are in fact associated with leadership behaviour. Individuals who are oriented towards career accomplishment and seek achievement, affiliation and influence over others inherently have high levels of power motivation. (Ramsey, Pang, Ho & Chan 2017) The portion that has not been studied extensively is the understanding of the relationship between power motivation, career intention and how this contributes to deficiency in leadership role occupancy for females in organisations. The concept of power motivation, introduced by Chan and Drasgow (2015) deals specifically with the motivation to assume leadership accountabilities. Elprana, Felfe, Stiehl and Gatzka (2015) deduce that affective motivation to lead is pertinent to leadership role occupancy. Chan et al (2001) observed that the nature of leadership behaviour is

multidimensional and the differential contribution of cognitive and social abilities plays a significant role in predicting leadership success.

Hernandez et al (2016) observes that socially shared beliefs about gender roles describe what men and women should typically be doing and what the appropriate conduct is for each gender. Within the interactional dimension mentioned above, individuals gender roles set the standards for preferences, behaviours and aspirations. Hernandez et al (2016) deduce that gender roles subsequently has an influence on individual's goals and motivation. Power motivation or the desire individuals have for achievement, affiliation and influence over others is influenced by the individual's socialisation around gender roles. While power motivation is traditionally perceived as congruent with males due to the agentic attributes associated with male gender roles, more attention is being paid to power motivation in females particularly in relation to leadership role occupancy.

Social gender experiences instil the need for greater authority, independence and influencing other people, which is associated with power motivation. (Kirkpatrick & Locke, 2015) Guillen, Mayo and Korotov (2015) assert these needs or leadership ideals come from role models and Jenni (2017) notes that personal values play a significant role in influencing women's behaviour and choices. Women's ability to internalise observed behaviour or role modelling from others inspires them to pursue the type of roles are congruent to power motivation. Women develop self-interests that stem from role modelling and from gender role beliefs, which influences the extent of their power motivation and pursuit of leadership role occupancy. In other words, women must want to lead, which means that high levels of power motivation must be developed in order for successful leadership role occupancy to occur. (Jenni, 2017)

2.5.2 Gender role belief formations through division of labour

Traditional sexual divisions of labour create messages for individuals and groups at a conscious and subconscious level about what men and women can and should be doing. It also creates messages about what men and women cannot do. Wood et al (2012)

deduce that divisions of labour are constructed on an arrangement of cognitive, physical and behavioural elements which evolved separately with cultural developments. The advanced cognitive skills that individuals develop enable them socially to form flexible connections of cooperation within their different social structures. As Scarborough et al (2017) points out, these exchanges at the interactional level inscribe the gender order, which is then re-inscribed at the macro level in how men and women relate to each other.

Elprana et al (2015) states that due to the division of labour between men and women and the gender beliefs formed owing to these beliefs, men are perceived as good leaders. Elprana et al (2015) also points out that role-incongruence stimulates stereotypes where women are perceived as being less capable of leadership because they do not traditionally occupy leadership roles. The perception of role incongruity therefore moderates leadership role-occupancy for women in that evaluations of leadership ability and perceptions of leadership style creates a barrier to leader emergence. (Eagly & Carly 2007) Furthermore, perceived role incongruity increases encounters of dissension when it comes to values, anticipated social support and role expectancies. Examination of the literature points to traditional gender role beliefs as a cause for perception of role incongruity, and increases negative reactions like insecurity and fear in women, adding to the existing structural barriers that women face in leadership role occupancy.

2.5.3 Aspirations for power motivation through gendered role modelling

(Wood et al 2012) Elprana et al (2015) deduce that role modelling fosters aspirational affects and contributes to self-enhancement and confidence. Hernandez et al (2016) observe that with power motivation, the desire to influence others, to gain achievement and affinity view successful people as role models. The gendered influence of role modelling increases individuals sense of social belonging and forms a buffer against possible negative self-identity developments. For women, role models can both instruct stereotype cues, in other words reinforce gender role structures and they can inspire leadership role occupancy through leadership self-efficacy. (Hoyt et al, 2017)

In studying social psychological approaches to women and leadership theory, Hoyt et al (2017) notes that women are likely to evaluate stereotyping more objectively when they have been exposed to identity safe tasks. Identity safe tasks refer to tasks that are performed in a way that removes gender difference, like, a household in which both men and women are tasked with washing dishes or cleaning the garden. This can also be achieved when women witness role models who are observed performing tasks in a non-stereotypical way perform identity safe tasks. Fitzsimmons et al (2017) observe that the function of role models in the period of life where gender roles are established have an important function. That function is to contribute to friendship, encouragement, advice, mentorship and developing self-confidence. Studies have also demonstrated that role models and the mentoring function are far more important for women to succeed at leadership role occupancy, than it is for men. (Dworkin, Maurer and Schipani, 2012) Role modelling contributes to enhanced self-efficacy and reduces self-identity conflict. Increased self-efficacy and a reduction of dissonance increases the self-certainty of achieving goals and feeds into a higher motivation for leadership role occupancy. (Elprana et al 2015)

The gender of role models has also been demonstrated to play a significant role in career success for women. While male role models result in important benefits for women in terms of inculcating agentic attributes, same sex role models are recognised as especially influential in demonstrating credible examples of leadership behaviours. For women pursuing leadership role occupancy observations of other women successful in leadership roles reduces the stereotype threat and renders leadership role occupancy more attainable. (Elprana et al 2015) (Dasgupta & Groenewald 2001) (van Quaquebeke & Schmerling 2010) This is significant for women and how interaction with role models take place because previous studies have shown that role incongruent behaviour is met with unfavourable outcomes such as injunctions in leadership social systems and disapproval from those in powerful decision making positions, that is, hiring executives and panels. (Schuh et al, 2014) This is a double bind that women face, while agentic attributes are perceived as congruent to leadership, women are expected to maintain communal

attributes. Schuh et al (2014) observes that perceived gendered differences or women who demonstrate attributes that are more agentic and pursue leadership role occupancy are more prone to conflict and perceived to be “violating the conventions of traditional female behaviour.” Schuh et al (2014)

Exploring an understanding of how women develop power motivation can contribute to an understanding of the success rate of leadership role occupancy for women. Davies, Broekema, Nordling & Furnham (2017) argue that women experience a self-selection process, which contributes to a lack of female representation in leadership roles. In other words, do women want to lead and if they do, do they believe that they can lead? The influence of both gender role beliefs and role models contribute to value systems that both men and women form. As mentioned previously in this chapter, men are typically perceived as possessing agentic attributes and women are perceived as possessing communal attributes. These attributes can, however, be influenced by role models or observed and learned behaviour and this in turn would depend on the type of role models women have experienced. Studies have demonstrated that women rate communal goals much higher than agentic goals, in contrast to men. Women’s power motivation and desire for leadership role occupancy is then aligned to opportunities that reflect their preferences. (Eagly & Karau, 2002)

2.6 Social Capital and the macro dimension of gender

Gender and role structures operate in an integrated manner with other systems, and how gender influences leadership role occupancy interrelates to multiple social systems. Scarborough et al (2017) observes that the intersectionality of gender structure, which occurs within social systems, affects opportunities, constraints, challenges and rewards for individuals. (Scarborough et al, 2017) The macro dimension of gender structure are forces that exist externally to the individual and shape action and behaviour external to the individual conscious and unconscious perceptions.

In the case of leadership role occupancy, the accumulation and use of social capital as a social system to pursue leadership roles is a key structure force. A study by Kwon and Adler (2014) argues that social capital is a product of particular features of social relations. Those social relations rely on the opportunities provided by the system, the norms and values are found within the system and the strength of networks within the system. (Kwon & Adler, 2014) Scarborough et al (2017) asserts that the macro level shapes behaviour and attitudes in gendered patterns. Social capital as a macro force would then contribute to the shaping of actions and behaviours by individuals. How women pursue leadership role occupancy using social capital to mobilise goodwill and favour is therefore linked to role structures.

2.6.1 Gendered experience of social capital accumulation and network usage

Social capital has been recognized as an influential factor in individual success measures as a resource that consists of goodwill in the network in which a member is positioned (Adler et al, 2002). At the macro level of gender role structure social capital is an external social structure, which women accumulate and make use of to pursue leadership role occupancy. Social capital is the social structure through which women should be enabled to acquire benefits or opportunities through membership to a social structure. Broadbridge (2016) notes that while a general assumption of career progression is that hard work and high levels of cultural capital will ensure career success, it is actually within the opportunity structures in organisations that career advancement takes place. Opportunity structures are the informal and network processes that exist within inter and intra organisational social structures. Broadbridge (2016) also observes that the opportunity structures are entwined in gendered processes geared towards the advantage of males. Objectivity in making decisions about leadership roles is often thwarted by subjective measures in which decision makers rely on information and sponsorship to either support or oppose preconceived ideas about the candidates for leadership roles. This is where social capital and the benefits it potentially provides plays a significant role in the pursuit of leadership role occupancy. Studies have shown that individuals with high levels of social capital have

been able to access more opportunities, and thus gaining higher returns on accumulated cultural capital. (Baker, 2000) (Burt, 2005) (Broadbridge, 2016)

The power of social capital lies in realising the benefits of sponsorship, influence, social credentials and superior access to information. (Seibert, Kraimer & Liden 2001) (Andriani & Christoforou, 2016) Robert Lee's (2009) three levels of social capital can be used to explain how these dimensions of social capital work. At the structural level, the frequency of contact and levels of connectivity within network relations contributes to building and maintain networks. The next level, referred to as relational social capital is a subconscious level, which denotes the underlying rules of behaviour and engagement. On this levels trust, reciprocity and identity is established. The next level is referred to as cognitive social capital, which makes use of language and communication to bring reasoning and rationality into the network relations. This is done through language, codes, symbols and narratives that create mutual understanding and strengthen the network tie. (Lee, 2009) (Richardson, Jogulu & Rentschler 2017) The result of navigating these three levels effectively should be the realized benefits of sponsorship, superior access to information and social credentials.

Realsing the benefits of social capital lies with members and how the social relationships within networks are accessed and made use of. This means that women may accumulate high levels of social capital, but the real benefit for pursuing leadership role occupancy is embedded in how women make use of the resources they have access to. Lin (2001) observes that since social capital is expressed operationally as resources which are embedded in networks, and these networks are in turn accessed and expended by its members, then these two components must be key in understanding how to effectively make use of social capital. The problem that women face is the gendered structure influence of how relationships and different networks are approached, maintained and exploited.

2.6.2 Social capital and the use of networks

Lin (2017) argues that social capital networks have two purposes: firstly to accumulate or add to resources and secondly to maintain resources. Lin (2017) also observes that the way that networks are situated are an important requirement for a measure of how valuable resources can be. It can be deduced that social capital is then only as valuable as the value of the resources within it and the strength of the networks those resources occupy.

In order to measure social capital, certain prevailing concepts within network theories have been used by academics in the field like Granovetter's (1973) weak tie theory and Burt's (1992) structural hole theory. Both have been formalized by researchers through empirical testing and focus on different aspects of social capital. Social resource theory (Lin, Ensel and Vaughan, 1981) is another theoretical approach that has been tested by researchers, however, it focuses on the content of the network rather than the structure. For the purpose of this research study, the influence of gendered role structures on determinants of leadership role occupancy are being explored, with social capital being the third determinant identified for this study. This study will therefore explore the structure of networks and how they are used by women for pursuing leadership role occupancy.

2.6.3 Weak ties in social capital

The concept of weak ties in social capital was formulated by Granovetter (1973) in his influential piece "The strength of Weak Ties" and it examines the role of weak ties in the dissemination of ideas and information. (Granovetter, 2012) The study of the labour market demonstrated that participants career progression more often than not, was supported or directly influenced by weak social ties rather than close personal networks Granovetter used a number of criteria to measure the strength of the relationship which included contact frequency, duration of interactions, reciprocal utility, the level of intimacy and the amount of effort it took to maintain the tie. The findings of Granovetter as well as academic contributions after his 1973 seminal work have produced a generally defined

meaning of weak ties as social relations that require little investment, and are composed of loosely connected, rare resources. Why then are weak ties of higher value in network relations as opposed to ties that are stronger and more personal?

Weak ties are rooted in the concept of bridging, that is, linking, connecting or associating with a resource or group of resources which are scarce. As a social capital network resource weak ties have a distinct advantage because these resources are on the peripheral of the network and therefore have a better vantage point. (Liu, Valente & Beecomb, 2017) Weak ties should ideally be diverse and varied within a broader range of community. (Lutter, 2015) The supposition of Granovetter's weak tie theory is that diverse and scarce resources should expand access to better or a higher value of social capital. The criticism for weak ties is that it does not take cultural nuance and environmental variance into consideration. Research conducted in Asian countries like China and Singapore (Bian & Ang 1997) where the culture of business is differentiated from the west indicated that interaction with resources where there is little or no interpersonal relationship yields no benefits while resources where there is a high degree of interpersonal relationships play a critical role in bridging and brokering action.

Studies have shown that weak ties in a women's social capital network structure are more beneficial than cohesive networks. (Lutter, 2015) The disadvantage that women experience in network structures are twofold. First, their gender-homophilous networks tend to be undesirably concomitant to positional influence and authority. This can be understood to infer that women generally do not champion and sponsor each other. Men on the other hand have positive gender – homophilous networks which are also larger in terms of their size. (Lutter, 2015) (Ibarra, 1992) (Ibarra, 1993) Due to this difference, men are more successful at creating career advancing social capital. This is, however, a contested concept with a recent study by Choi (2018) showing that women do in fact benefit from gender – homophilous networks, provided that the connection to the resource is a direct one, like that of a manager and subordinate. Choi observes that women in managerial positions are more likely to be critically aware of the challenges faced by

women in the workplace in general and have a social conscious to assist. (Choi 2018) Both observations likely lend to the limitations of studies in terms of the subjectivity of participants and the varied experiences of participants.

The second reason studies show is that women do not experience the strong mentorship relationships that are necessary for career advancement. (Burt, 1998) Burt (1998) demonstrates in his work on network theories that women need strong mentors from whom they can “borrow” social capital. Lutter (2015) observes that since men are in positions of power and the in the majority regarding decision making in most organisations, women have an advantage in exploiting weak ties and the diversity in their networks in pursuing leadership role occupancy. (Hall & Alberto, 2018) The limitations in interpersonal gendered groups compel women to seek weak ties and diversity with their networks. (Ibarra 1997) (Lin 2001) Diversity in networks make women less reliant on the decision making power of a few, as the benefits of bridging increase with diversity. Gendered role structure in the macro level dimension influences how these relationships are navigated and for the purpose of this study, weak ties and how they are accumulated and made use of to pursue leadership role occupancy for women is explored.

2.6.3 Structural Holes in social capital

As mentioned above in this section, the accumulation of social capital is necessary for career advancement, however pursuing leadership role occupancy for women is dependent on how effectively social capital is exploited. Structural holes as a network of social capital is where women can broker relationships and connections between segments that would otherwise be disconnected. (Hall et al, 2018) Burt’s structural holes approach, first proposed in 1992, focuses on the power and advantage of brokerage. In practical terms, the structural holes approach refers to the gaps with networks where the flow of information is impeded and connection does not exist except for the common resource. (Choi, 2018) An individual with a network which has structural holes would then be able to take advantage of these gaps, gain control of information and resources by

brokering connections between unconnected individuals and/or groups within the network. (Timberlake, 2005).

In contrast to weak ties, where relationships should not be interpersonal or closely bonded, structural holes may contain close network relationships including friendships, family relations and social relationships. The structural holes approach is viewed by some academics as a manipulative tool which only serves the purpose of individual who has the brokerage advantage. Coleman (1990) suggests that open networks generally have a lower level of trust because of the lack of interpersonal connections, and a lack of trust allows for more occasions for opportunistic behaviour by network resources. However, the brokerage action within structural holes is meant to create benefit for the connected parties so that a benefit may be captured by the broker. (Bizz, 2013)

Adler et al (2002) observed that structural holes intensifies competition and decreases the possibility of the pursuit of collective goals within the network. Navigating structural holes as the main resource requires agentic attributes in that it is necessary for the individual to exercise discretionary behaviour, in order to gain access to and hold information. The advantage of this action is to increase relevance and power as an agent of brokering network resources. (Burt 1992) (Burt, 2004) (Burt, 2017) Since women typically possess more communal attributes, behaving in an agentic manner in order to maximize structural hole network benefits means that women would need to re-evaluate how they navigate this network resource in order to gain benefit in pursuing leadership role occupancy.

Burt (1998) purports that women are more comfortable in direct networks and therefore perform better within these networks. (Bizzi, 2013) (Eagly et al 2014) Within the structural holes approach, this means that women gravitate towards better use of their brokerage role amongst their resources when their networks are more closed or closely bonded networks. With increased levels of trust there is less occasion for opportunistic behaviour.

Burt's assertion is that while men benefit more from establishing their own social capital and networks, women on the other hand find higher value in borrowing social capital from mentors or sponsors and then establishing their role as brokerage agents within these networks. (Eagly et al, 2014) Criticism for Burt's assertion is noted by Benschop (2009) who observes that for women to strive to be as effective as their male counterparts and borrow networks just reinforces the hierarchical order amongst the genders. Since gender hierarchy is socially constructed, networking also becomes a vigorous gendering practice. (Czarniawska and Hopfl, 2002) (Bendl, 2008) However, it also means that instead of employing agentic attributes to benefit from structural hole networks, women can actually make use of their communal attributes to navigate the network in a different way. Eagly et al (2014) opines that while some women choose to conform to the norm of masculine hierarchy, some may reject it for the reason that it goes against their value system. What Burt fails to acknowledge in his contention that women are better suited to closed or direct networks, is that these networks still function with a mix of dominant and weaker characteristics, and members aligned to dominant characteristics will likely have more advantage as brokering agents than members less aligned to dominant characteristics. The advantage of structural holes in a women's social capital network therefor depends on the types of networks that are being bridged or brokered, which includes the shared norms and attributes amongst members in those networks. For the purpose of this study, gendered role structure in the macro level dimension influences how network relationships are put to use, therefor how structural hole networks are accumulated and made use of to pursue leadership role occupancy for women is explored.

Chapter 3: Purpose statement and main research questions

3.1 Purpose statement

The purpose of this qualitative research study is to understand how cultural capital, motivation and social capital in combination influence the pursuit of leadership role occupancy for women. The study aims to understand how women who pursue leadership role occupancy use all three determinants in their career advancement.

3.2 Research Questions

3.2.1 Cultural Capital

To what extent do your perceptions influence accumulation of cultural capital for leadership role occupancy?

3.2.2 Power Motivation

How is motivation for leadership role occupancy influenced by traditional gender role beliefs?

How is motivation for leadership role occupancy influenced by role models?

3.2.3 Social Capital

How does accumulation of social capital influence leadership role occupancy for women?

How do network structures influence the chances of successful leadership role occupancy for women?

Chapter 4: Research Methodology

4.1 Choice of methodology

Previous studies in the field of leadership role occupancy for women have demonstrated mixed results, and understanding this phenomenon therefore requires an investigation of the underlying data or subtle manifestations that researchers are unable to surface with quantitative data. The research method will therefore take the form of narrative enquiry to study power motivation, cultural and social capital accumulation for women in South African organisations. The qualitative interview holds the view that people have a unique and individual construct system formed through accumulated and learned experiences, (Broadbridge, 2016) (Wood et al, 2012) and by placing the interview subject, the women, at the centre of providing the data. (Lemley & Mitchell , 2012) A qualitative narrative enquiry allows the researcher to capture the complexity, the individual experience and diverging perspectives of each subjects experience. (Clandinin & Connelly, 2004) (Lemley et al, 2012) There is also alignment to the feminist post-structural framework discussed in chapter 1 however, it must be stated that the research method is not a distinctly feminist one, but is recognized as a more suitable method for an inquiry of this nature.

4.1.1 The Research Paradigm

This research study is associated with an inductive interpretivist paradigm. The research paradigm defines the researcher's worldview and this paradigm highlights the socially constructed nature of reality. In this study, the researcher attempts to uncover the deeper meaning behind human behaviour and understand the significance of this for women in pursuing leadership role occupancy. The study attempts to add to the dimension of understanding how this contributes to the limitations experienced by women in career progression. Creswell (2003) and Yanow & Schwartz-Shea (2013) assert that the interpretivist researcher aims to discover reality through the views of participants. This method's attempt to give participants a spectrum of freedom in order for participants to not bound by having to select from predetermined responses but are allowed to express

themselves freely so that the researcher may accurately describe the participant's thoughts, attitudes and behaviours. This approach allows the researcher to either seek patterns of meaning in the data collected. The researcher will use the data collected from the participants' views to construct an understanding of the participants' experiences, and use this understanding to add to the current body of data that expounds the multi-faceted and complex explanations for barriers experienced by women in advancing their careers.

4.1.2 Research Philosophy

This research philosophy used in this study is also interpretive, which requires the researcher to interpret understated components in the study. The study explores a human-interest dimension of leadership role occupancy for women and how power motivation and social capital, as antecedents, influence this dimension. While society may be studied from an impartial viewpoint, the study of society and behaviour from an objective viewpoint does not take into account that the real world consists of different perspectives, which are formulated through difference experiences and unconscious influences. Within a diverse society where people have different perspectives and are molded by different social structures, the researcher is inseparably bound to the human situation being studied. (Saunders , Lewis , & Thornhill, 2009)

The interpretivist philosophy approach is based on the theoretical belief that reality is socially constructed and fluid. Reality is therefore negotiated within cultures, social settings, and relationships with other people. George Mead first proposed the approach of symbolic interactionism in the early 1900s, where he argued that the 'self' is constructed and then reconstructed through a series in interactive behaviour. (Charmaz, 2008) The approach was further developed by Herbert Blumer (1969) to understand the way society operates from a micro level approach. In what is now referred to as the Chicago school of thought, Blumer emphasized how the self emerges from an interactive process of joint action (Denzin, 1992) According to Denzin (1992), the value of the interpretivist research approach is to contribute to the refinement of social theory. Critics of the interactionist approach assert that it endures an astructural bias and maintain that it prevents real understanding of the characteristics of how human behaviour is configured

through social structures such as class, hierarchies and power arrangements. (Rosenblatt, 2012) Musolf (1992) interposed that while there is agreement of this criticism, further work to build on interactionism and include the social structural components of development of the self would benefit the field. The social theories approach, which forms part of the theoretical context for this study, fulfills this requirements and builds on the work of Mead (2011) and Blumer (1986). It purports that the individual's role develops over time through a series of interactions within the different social levels in which it subsists. This approach is therefore selected to explore the complex interrelationships between power motivation, women's experiences of social capital accumulation and the pursuit of leadership role occupancy. The aim of the research study is to produce real understanding of a dimension of the complex underlying reasons that limit women from progressing in their careers. This interpretivist approach is subjectivist ontological research whereby the researcher acknowledges that the exploration of understanding of the research question is mediated by the researchers own historical and cultural experiences. The value of this approach, however, is to explore society from an individual level, to understand the constructional elements of individual roles and actions that lead to leadership role occupancy for women.

4.1.3 Methodological Approach

In order to explore and understand the research topic, the methodological approach that will be used in a qualitative one. The strategy, plan and process for this research study is based on the theoretical perspective of this study, which aims to understand how leadership role occupancy for women is influenced by power motivation and social capital. The researcher aims to identify categories of meaning from the data collected and integrate them to derive further meaning and understanding with the result of this study aimed at adding to and expanding the current body of literature which explores the dimension of leadership role occupancy for women.

The research problem under study is an exploration of the way that women accumulated experiences and learned behaviour through social structures and social roles influence the leadership role occupancy in women. The research aims to understand how these

constructs contribute to the challenges that women face in career advancement, in particular being appointed to management roles. The purpose of the research design is to gather information on the research problem through face-to-face interviews and, then code data according to identified themes and patterns and to then derive commonalities and dissimilarities. The researcher aims to gather data and use the results to progress or add to the current theory and academic literature in the context in which the research problem under study occurs. (Thornberg & Charmaz, 2011)

The research design is based on the research philosophy and paradigm the researcher has selected. Unlike objectivist research, which assumes that the observer of the realities of the external world are neutral and objective, the interpretivist approach acknowledges that the researcher has a role in interpreting the data and creating categories to derive meaning from the data collected. (Charmaz, 2008)

The research strategy for this study is not purely ethnographic in that although the researcher is subjective in the research process, the research is designed to collect data from participants in face-to-face biographical interviews. Charmaz (2008) states that in inductive qualitative research, the researcher is not exempt from the data analysis as an objective viewer, but rather requires scrutiny of the researchers own values. "Neither observer nor the observed scene come to a scene untouched by the world." (Charmaz, 2008) As previously described, this study aims to synthesize, analyse and conceptualize qualitative data for the purpose of adding to the current body of knowledge and academic literature on leadership role occupancy for women and the possible barriers women face.

In this research strategy, the data collection process begins without the formation of an initial theoretical framework. While theory is reviewed and a research problem identified, a theoretical framework is either developed or an existing theory is enhanced from data generated by a series of observations (Saunders et al 2009). The research process will begin with collection of data through face-to-face interviews, which then need to be transcribed into text for reading and analysis. The researcher then identifies and codes units of analysis within the data that become apparent or emerge. Codes are then organized into categories, the data from all the categories will be collated and compared

so that themes can be identified. Possible links and interrelations will be identified advance on the theory that has been reviewed for this research study. (Lehman, 2010)

This research study will be conducted in a cross-sectional time horizon. The data gathered in this research study will be collected at a specific point in time and will be analysed so that observations can be used to formulate enhancements on current theoretical approaches or contribute to the existing body of knowledge in the field. This snapshot of data collection is assumed to be uncostly to perform and it is possible for the research to be done within the time constraints of the requirements of this course. The disadvantage of a cross – sectional study is the time constraint for accessing the sample population and the time consuming requirement to transcribe and analyse the data. Although the research strategy for this study, is not typically used in cross-sectional studies, this research study aims to understand influences power motivation and social capital accumulation for leadership role occupancy, it is ethnographic in nature, which means that that the researcher is attempting to understand how women's social structures and social roles lead to behaviour that could limit leadership role occupancy. Ethnographic interviews will be used to construct the individualised experience in understanding power motivation and social capital accumulation. The advantage of this time horizon selection is that the researcher can avoid multiple measurements and conducting research in real-world settings. (Thornberg et al, 2011)

This research study design is aimed at collecting data that can be used to explore and understand human behaviour about power motivation and accumulation of social capital influences leadership role occupancy for women. The data collection technique will be a face-to-face biographical interview which is semi structured. This means that the researcher will begin the interviews with some prepared questions and then explore themes further as data is collected and information is revealed. Questions will have a degree of flexibility and will be open ended. The aim is to understand implicit factors in the research problem and interpret how behaviour is influenced and how behaviour can influence certain outcomes. The procedure for collecting data is planned to be in a conversation format and tends towards an informal and friendly approach which takes

place between the interviewer and interviewee. This approach will be used to allow the interviewee to give thoughtful responses to the questions and not be limited by being required to select a predesigned response.

4.2 Proposed research methodology and design

4.2.1 Population

This study focuses on human behaviour and specifically, how power motivation and accumulation of cultural and social capital influences leadership role occupancy for women. In order for the study to yield data that can be analysed, the population would be all women who have roles within a large organization. The strata would be women in executive and middle management that occupy and in the case of executive management, have occupied the level just before executive leadership. The reason for including both levels of management is to expand the understating from both perspectives; from the perspective of the executive who has reached a leadership role and from the perspective of a middle manager who potentially aspires to occupy a leadership role. The population is gender specific as female managers are the focus of the study. While most studies that exclude men have been criticized for this exclusion, and it is acknowledged that men's perspectives in gender parity issues are critical to the dialogue, the study focuses on understanding the dimensions of power motivation and accumulation of cultural and social capital as antecedents to leadership role occupancy specific to the female experience. As such, the perspective and experiences of women are being explored. (Saunders et al, 2009)

4.2.2. Unit of analysis

In this research study the perspectives and experiences of female managers is being explored, therefore the unit of analysis is the social phenomenon of pursuing leadership role occupancy while the unit of observation is the individual manager who is part of the research population.

4.2.3 Sampling method and size

The target population for this study will be the accessible female managers in accessible listed organisations. For the purpose of this study, probability sampling techniques have been considered and a stratified random sampling technique will be used. Probability sampling is selected to ensure a degree of random selection in the sampling procedure. The type of probability sampling that is selected is stratified random sampling where managers or the target population will be divided into sub-groups based on whether they occupy middle management roles and a simple random sample will be taken from each sub-group. This technique attempts to ensure that the study has a represented sample of the target population but also key sub-groups of the target population, which are essential to the research problem. (Daniel, 2011)

4.2.4 Measurement instrument

The measurement instrument for this research study is the interview guide. The interviews are semi – structured and conversational, which allows respondents to express their own perspectives in their own words. (Cohen , Manion, & Morrison , 2007). The interview guide is a relevant measuring instrument for this study because it allows the researcher to initiate a two-way conversation with an individual, and is used as an exploratory device to understand perceptions and experiences of female managers in pursuing leadership role occupancy. The Interview guide is structured to grouped questions in particular sequence. In order for data collected from respondents can be compared during the analysis process. The interview guide, as a measurement instrument in this study, lists the topics that needs to be covered by the researcher, and allows the researcher to adapt the sequencing in each topic and the wording of the questions to each participant.

4.2.5 Reliability and Validity

Qualitative research measuring instruments are also subject to the criteria of reliability and validity. Reliability in qualitative research refers to the “consistency of the analytical procedures, including accounting for personal and research method biases that may have influenced the findings. Validity refers to the “integrity of research methods and the application of those methods. It is measured by the precision in which the findings accurately reflect the data. The following methods can be used to ensure the credibility of the data collection and study findings:

The researcher should acknowledge biases in the sampling process and employ a critical reflection to ensure that the data collected is relevant and sufficient depth provided. The analysis process requires thorough record keeping, so that a clear decision trail in coding and interpreting data can be seen. This is so enhance consistency in the process and transparency. The sampling process should consider seeking out accounts that provide different perspectives. In this study, the research looks at both executive level and middle management for this very reason. Interview should be transcribed as close to verbatim as possible so that the participant’s descriptions of personal experiences can be recorded accurately. (Long & Johnson, 2000)

4.2.6 Data gathering process

Gathering data for this research study will require access to middle managers and executive managers in large listed organizations. The researcher will send interview requests to the human resources department of selected companies to gain access to managers who can be invited to participate in interviews. Data will be collected using face-to-face interviews. The questions in the interview guide (attached as an addendum) have been developed using the foundation of the literature review discussed chapter 2.

Data collection will be done through the use of a voice recorder and note taking during the interview processes. The importance data gathering process lies in the substance of the approach itself, which aims to expand on the current body of knowledge and contribute to academic literature in the field. In this research study, the researcher acts

as a witness or observer to unfolding social processes through responses by interviewees.

4.2.7 Analysis approach

Data will be gathered through face-to-face interviews, and recorded using a voice recorder application. The recordings and notes taken during the first interview will then be transcribed for review by the researcher. The researcher will review the data and assign codes to identified units of analysis. Once the units of analysis are codes, code categories will be assigned and the researcher will then examine the data for themes that arise. This process will be done for each interview. In the overall analysis process, the researcher will review the categories and look for interrelatedness between categories. The relations between categories will be analysed and then used to build on or add to existing body of knowledge and academic literature. The findings will be used to address the research questions put forward in this research study. Atlas TI, which is a reputable qualitative data analysis software programme, will be used for the purpose of analyzing the data.

4.3 Limitations

- Limitation 1: Time Horizon

This study is a cross-sectional study, which means it is done at a point in time. The limitation of the time horizon in an inductive study is that it does not allow for follow up interviews to test the findings. A cross – sectional study provides a snapshot observation of the perceptions and experiences of the dimensions under study with no opportunity to add further value to the research by evaluating the history of motivation and accumulated social capital of the managers interviewed, which will add a deductive dimension to the research.

- Limitation 2: Context

Bryant and Charmaz (2007) observe that inductive research needs to recognize the embeddedness of the researcher and thus obscures the researcher's considerable agency in data construction and interpretation." The researcher will need to be certain to set aside research bias, which could arise, from personal history and cultural experience as well as theoretical ideas. The researcher is an integral part of the methodology, because the researcher has the ability to collaborate with the interviewee to uncover conscious and unconscious data.

- Limitation 3: Response Bias

The data gathering method is face-to-face interviews with the use of an interview guide. Response bias refers to various cognitive biases that respondents may experience when responding to the questions. The nature of the research problem may illicit response bias in interviewees. Even though managers may consent to being interviewed, the researcher must ensure that the interviewees are comfortable and assured enough to participate without designing responses to be perceived in a particular way. The questions in the interview guide should be clear and simple to understand and any concepts used must be explained. The researcher also may repeat a question, phrased slightly differently, to correspond the responses. (Sankhya. R, 2002)

- Limitation 4: Accessibility and Non response bias

Accessibility is a limitation in that the researcher currently assumes that access to managers will be obtainable and that managers identified through the sampling process will be willing to participate in the study. Non-response bias can occur when the researcher is granted access to the sample population but experiences non-responsiveness in the interviews process, where interviewees are reluctant to offer full responses and are very limited in the information that they contribute. How will you try to mitigate for this.

Chapter 5: Results

5.1 Introduction

Chapter 5 is a presentation of the results of the research study, corresponding to the research questions that have been outlined in chapter 3. Data was collected through in-depth face to face interviews and analysed to provide findings to answer the research questions in chapter 3. Due to the geographical location and time constraints of interview participants, interviews were conducted face to face and via video calling.

5.2 Data Analysis

A consistency matrix was used to formulate sets of interview questions, aligned to the research objectives from chapter 1 and research questions from chapter 3. Interviews were scheduled and conducted over a period of two and a half months. The target number of interviews was set at 12 participants; however, the researcher reached a point in the data collection process after 9 interviews, where no new insights were emerging from the interview process. This indicated that data saturation was reached. The researcher believed that the number of participants capped at 9 interviews, was adequate to provide fruitful data.

The interviews were all recorded using a recording software programme and details notes were taken by the researcher on both the participants' answers and observations of the participant's physical demeanor. Data collected was transcribed and analysed using thematic content analysis described in chapter 4. Key thematic concepts that emerged during the analysis are discussed in this chapter, and actual comments are quoted to demonstrate the emerging concepts. State if you used an application like Microsoft Excel

5.3 Presentation of the results

The results of this study are arranged per research question and according to the interview questions under each research question as mapped out in Chapters 3 and 4 respectively.

Cultural Capital

5.4 Results for Research Question 1

How does the accumulation of cultural capital influence the pursuit of leadership role occupancy?

The objective of research question 1 was to reflect on how participants experienced the accumulation of cultural capital, that is, their education and learned experiences, within the social structure of the family unit. Two interview questions were formulated to explore participants' personal experience and opinions of how they believed cultural capital accumulation took place for them as females and how it influenced their pursuit of leadership role occupancy.

5.4.1 Research question 1: Interview question 1

How did your family approach basic and further education and different learning experiences for you as a female?

The first question sought to establish whether the family unit, namely parents or caregivers encouraged and motivated achievement of basic and further education for them as females. The question sought to establish further understanding the female experience experiences. The views of participants were similar, with variations occurring in specific experiences with one parent. The following table shows themes that emerged while analyzing the data for question 1 of research question 1.

Table 1: Constructs on how family approached basic and higher education for females

Rank	Construct	Frequency
1	Encouragement for both basic and higher education was forthcoming from one or both parents	9
2	Education a priority because family is highly education oriented	7
3	Family had high expectations for future success of participant	7
4	Opportunities for education provided	7
5	Education a priority because parents didn't have the opportunity to get an education	5
6	Dependent situation of mother was a motivator	5
7	Opportunities for different learning experiences provided	4
8	There was a marked difference in gender experience regarding expectations of academic achievement	4
9	Encouragement for both basic and higher education was not forthcoming from one parent	1

All participants expressed the view that basic and higher education as encouraged by parents, and some stated that going to university was in fact not optional but mandatory. The following views were expressed in the interviews:

Education was the most important thing and held in the highest regard in my family.

...getting a degree was really important and I had full support in that regard.

So education was a pretty important thing for my immediate family and in my family. I mean getting a university degree or getting good matric

results were really like accoladed, it was something that my family really strived towards.

Firstly I came from a family where education was the top most priority, right. From yay-high everybody knew that they were going to university, there was no two ways about it.

The strong education oriented approach of the family was mentioned 7 times, even in instances where parents did not have a strong educational background, it emerged that both parents and the extended family placed emphasis on achievement of further education. A senior manager in the legal sector mentioned that her extended family have strong educational background, limited by the opportunities of the time, and the expectation was that the participants generation would make the most of the expanded opportunities afforded to them.

I come from a family that is educated, I mean for those times, my aunts and uncles and mum were either nurses or teachers and they obviously wanted us to make the most of opportunities that they didn't have.

At least five mentions were noted of participant's views regarding the dependent situation of the mother. While some felt that that the mother's dependent situation was disempowering, and others recognized that their mother's dependent situation was not wholly limiting, all participants that expressed this view stated that it was a motivator for pursuing higher education, as a path to independence.

So I look back at my mum and here dependence on my dad and the fact that she doesn't work, it is something that I never wanted for myself, to be dependent on anyone.

One executive pointed out that despite her mother being very dependent on her father, her mother was the parent that encouraged academic achievement, while her father was satisfied for her to “just pass”.

My mother was a stay at home mum, she never worked in her life and my father was opposed to her driving so she was totally dependent on him, she didn't even have her own bank account.... she also played a gigantic role in my life, she was always home and there for me, encouraging me... like my father said do your best and pass, my mother on the other hand was pushing for me to do really well. She helped me wherever she could and then got me extra help also, tuition. That's where i was encouraged academically, from my mother, who pushed me to do better than just pass.

She further highlighted that expectations for her male sibling were unequal, as did three other participants. The observation here was that even though the same opportunities and encouragement was provided for male siblings, these participants were of the opinion that parents and extended family did not feel affronted by the fact that male siblings were not high achieving academically. Another three of the nine participants expressed the view that the expectations of male siblings were the same, while two pointed out that their male siblings did not live up to those expectations.

5.4.2 Research question 1: Interview question 2

How did your families approach to education and learned experiences shape your approach to pursuing leadership roles in your career?

The objective of this question was to understand how the accumulation or cultural capital shaped the participants attitude towards pursuing leadership role occupancy. Five participants were of the view that achieving leadership role occupancy was not just expected of them but that they were conditioned and socialised in a way that promoted the expectation that they would pursue leadership role occupancy.

One senior manager stated,

...throughout my life, in my family, it was expected that you would pursue leadership roles. It started early with something silly like being the class monitor and then the SRC president, it was expected that we pursued those kind of things. It was a natural thing to do and supported by my family.

Another participant, who was the only one from a one parent household, expressed the view that she did not want to disappoint her mother and that there was a lot of pressure on her to be a role model to younger members of the extended family.

...equal amounts of pressure and encouragement. I had to be a role model for others in our family, so I learnt to be self-motivated

The following table shows the emerging concepts from question 2 of research question 1.

Table 2: Opinions on how family’s approach to education and learned experiences influenced leadership role occupancy.

Rank	Influences on desire for leadership role occupancy	Frequency
1	Leadership is expected from immediate family	8
2	Leadership was a natural occurrence through experiences	8
3	Developed attributes for leadership (Confidence, Self-efficacy, Influence over others, adapting to change)	8
4	Conditioned for leadership through experiences and expectations	7
5	No opportunity for leadership roles due to position in family	6
6	Work ethic for leadership (unequal effort between genders)	6
7	Developed ambition for leadership	5
8	Value system encouraged leadership	4
9	No obvious ambition for leadership	3
10	Work ethic for leadership (unequal effort between genders)	2

The viewpoints of participants differed slightly. Variations went from leadership expectations, leadership conditioning to no opportunity for leadership and no obvious ambition for leadership. Eight mentions across participants were noted regarding the expectation of leadership from family and that participants were of the view that leadership developed for them naturally and due to the type of experiences they were exposed to. The following are some views expressed on the above concepts.

So throughout my life, in my family, it was expected that you would pursue leadership roles. It started early with something silly like being the class monitor and then the SRC president, it was expected that we pursued those kind of things...

Excellence was a non- negotiable.

My father instilled in me ...I had to be better than people around me

...they have such high regard for individuals with degrees and with education; the expectation from them was there that you will be in a successful leadership role

The results also show that leadership was not an obvious ambition, and opportunities for leadership occurred due to either a very strong work ethic, a strong value system and the ambition for leadership was developed through achievement. One, participant, who currently occupies a very senior leadership role in her organization recalled, *“I always ended up in that role because of my experiences, like at primary school I became the head girl because I assisted someone who was being bullied and I witnessed it....it was never on my agenda to be a leader but it just happened because i got involved and wanted to make a difference and I had strong beliefs about things”*

Power Motivation

5.5 Results for Research question 2:

How is motivation for leadership role occupancy influenced by traditional gender role beliefs?

Research question 2 aims to understand how socially structured beliefs around gender roles influences power motivation. The rationale for the question as outlined in the power motivation section of the literature review in chapter 2 and the consistency matrix used in chapter 4, was to understand how the socially structured expectations for women to possess characteristics that are aligned to their usual social roles, which are developed in the formative years, influences power motivation to occupy leadership roles. Four interview questions were

formulated to understand how participants experienced gender roles in four different capacities: division of labour, personal gendered roles, leadership and motivation for leadership role occupancy.

5.5.1 Research question 2: Interview question 1:

What is your experience of gender roles concerning division of labour in your family and your community, in your formative years?

Most participants experienced gender stereotyping concerning division of labour within the family unit. A few participants expressed the view that this experience occurred in observing parents and interacting with extended family, however within their own family structure, there was equality amongst how labour was divided between siblings. The following table shows the emerging concepts for this question.

Table 3: Constructs from data on experience of gender roles concerning division of labour

Rank	Construct	Frequency
1	Gender stereotyping in division of labour was only observed with parents	7
2	There was experience of gender stereotyping in division of labour	5
3	Equality in division of labour was encouraged by one parent	3
4	There was no difference in division of labour with regards to gender	3
5	Experience of gender stereotyping was experienced in extended family	2
6	Parents perpetuated gender stereotyping in division of labour	2
7	Equality in division of labour was encouraged by a sibling	1

. The following quotes demonstrate the concepts identified for this interview question.

...it was definitely divided along the gender lines, into gender roles. It just happened that way and you expected it, boys were playing outside while the girls helped and cleaned up and did chores.

There was no real difference in division of labour because in our teenage years we went off to school and we were not living at home. So we both had to learn how to look after ourselves and be responsible. When it came to being back home and especially for family events, there was a very definite division of labour, and that was in my extended family, very stereotyped, where as a girl I had to help with the cooking, cleaning and serving and my brother had to go be with the boys.

When it comes to division of labour, he never had to do any domestic chores at all. Look we had a helper all the time I can remember, but whenever there was any domestic chores to do, like when we had events, dinners, lunches, prayers, I had to help out always and my brother never had anything to do with is time but whatever he wanted.

...my Mom but I didn't completely agree with everything. My Mom and I are obviously from different generations so she was brought up in a household where it was a key distinction between what boys should be doing and what the female's responsibilities in a home.

An interesting observation was that participants, who stated that their view of division of labour in the family was equal between male and female siblings, also expressed the view that their male siblings had some advantage in this regard. A senior manager in the investment banking sector said *"I had a very different experience in the sense that regardless of your gender the roles and the*

responsibilities were shared. I wouldn't say every single role was shared across genders but majority of them were." She then described how chores were allocated which demonstrated a clear division of labour along gender lines. *"...there were certain roles that were still for the boys or for the girls, for example, we had pets and at the time we didn't have a Gardener, so my Dad used to do the garden, my Mom used to help and it was my brother's responsibility to pick up after the pets in the garden. So, that was never the girl's chore. But on the flip side, for example, like washing dishes, that was the girl's responsibility to do, not the guys."*

While the constructs show that the most prevalent view point is that gender stereotypes in division of labour was mostly observed at the parents level, participants experienced gender stereotypes in division of labour which they do not acknowledge as a feature. Some participants experienced very obvious stereotyped division of labour while at least three participants stated that gender stereotyping in division of labour was actively avoided by at least one parent. As one executive manager recalled, *"I think my father was a lot more fair about the labour division in the household, he used to draw up a roster and make us rotate around the house with the different chores."*

5.5.2 Research question2: Interview question 2

How did you learn about your role as a girl or woman in your family?

Responses to interview question 2 of research question 2 were varied between participants. The researcher's observation was that varied experiences of participants in how they grew up, differing environmental and cultural experiences and their own bias regarding gender stereotyping as mentioned above in question 1, contribute to the variation in response.

Table 4: Opinions on how participants learned about their gender roles

Rank	Prevalent views on gender role formation	Frequency
1	Unaware of difference in gender roles	3
2	Mother as a role model for learning about my role as a female	3
3	Parents were the primary source of learned female identity	2
4	There was defiance of gender norms in learning about my role as a female	1
5	Gender stereotyping was the natural order	1
6	Role was played to satisfy expectations regarding perceptions of females	1
7	There was pressure to conform to a nurturer role	1
8	Sister as a role model for learning about my role as a female	1

For three participants, the view was that they were unaware of the difference of gender roles, while one executive manager stated that the only awareness of difference came about in the way that he male sibling approached situations compared to herself. However, she concluded that it was a result of their different personalities, rather than an underlying cause due to gender difference.

So I was never acutely aware of it really, but I was just different from him, my brother, like when we went out or on holiday, my brother would always choose the most elaborate things, and I would go for the simpler things, more modest and always aware of being modest. It was just a natural order and when I was younger I never questioned it.

Another participant, a senior manager in the legal industry expressed the view that her role as a female was about managing perceptions based on the expectations of people around her. The additional pressure was leveraged by the fact that she was being raised by a single mother, and there was an awareness that her mother should not be judged for “not raising her right”.

It was more about keeping up with the perceptions of what everyone expected of me as a girl and a women. I learnt that I had to play my role

as a nurturer and there was no space for ego as a woman. It was the pressure of my mum being known to be raising us right.

For at least three participants, there was defiance against the norm in terms of expectations of gender roles. A senior manager in the investment banking sector recalled how her older sister led the way in rebelling against the 'natural order' and this paved the way for her to be defiant against what was expected of her. "She said, "...it was my older sister who was the rebel in our family because she was very liberal and she always tried to defy my Dad in the sense, for example, if...one of the things was that my brother could use the car, even though he didn't have a license but because he was a boy, and my sister was two years younger than him couldn't use the car. So, she used to defy him in the sense that she would steal the car and not for any reason other than the fact that she did not agree with the fact that he should have more privileges than her, just because of the gender difference. So, she was my second role model."

Two participants cite the varied nature of the environment in which they grew up as the reason for a very different experience in learning about their roles as a female. An executive manager in FMCG pointed out that as a person of mixed race, who grew up in different parts of the world; there was an acute awareness of identity and "not being boxed in." Another executive manager in the insurance sector recalled that her father championed a very different learning experience of what it means to be female. She recalled that her father believed she should learn skills and capabilities that were going to be of value to her career and success and typical female responsibilities were not highly valued, like learning to cook. She therefore spent more time honing other essential proficiencies. She said, "*I think I just had the benefit of lots of different cultural experiences to decide for myself how ... what a woman's role is. Also, my dad was really instrumental in not boxing me. He believed I should be spending my time learning skills that were of real value. He never demanded the things ... the 'girl' things that maybe some of my uncles or some of my other family members did. So, for example I*

can't cook ... my Dad never thought that cooking was a particularly valuable thing to know."

5.5.3 Research question 2: Interview question 3

What kind of leadership roles were you assigned in the family unit?

This interview question was designed to understand what type of leadership experiences participants encountered through their social structures in the formative years.

Table 5: Views on how leadership roles were assigned to participants in the family unit

Rank	How leadership roles were assigned	Frequency
1	There was no opportunity to be assigned leadership roles because I am the youngest	4
2	Leadership roles were assigned more in adulthood	4
3	Leadership roles were not actively assigned but occurred naturally	3
4	Assigned leadership roles due to being the eldest child	1
5	There was an expectation from parents for me to lead by example	1
6	Perceived as agentic when I took on leadership roles	1

The results show that most participants could not recall specific leadership roles, mainly due to their place in family, which is, being either the youngest or a middle child. Participants who were the eldest in their families recalled more leadership accountability. Never the less, most participants were of the view that more of their leadership responsibilities emerged in later, either in their late teenage years or early adulthood. The following excerpts from the interview transcripts support the above observation by the researcher.

I am the baby, my brother is older than me, so I didn't have much opportunity for leadership roles in the family unit. I suppose it was when we went to school, away to school, where I had to learn to look after myself. When I was older, I would help my mum with finances, managing stuff, but I guess that learning to take care of yourself means you learn how to make decisions for yourself.

I am the middle child so it didn't happen much when I was younger, but as I grew older I became the planner in our family.

...I also had to fight to get my voice heard. I have always been the youngest & least experienced. So to get my point of view heard I had to learn how to stand my ground in a family of very strong personalities.

So, I think being the oldest child, I always had to like look after my sibling so I had that leadership role from very early on. And my parents really trust me with a lot of information that they don't necessarily trust each other with, so I'm the confidant for both of them.

...not at that age no but later on as we became like teens and I'm talking like older teens, like 16 or whatever, I used to hang out with my brother quite a lot so we were quite tight. And it very clearly emerged to my parents that I was the more responsible one. But in terms of leadership roles like that's come through a lot more in my adulthood...

One participant, although didn't recall having specific leadership roles assigned to them, stated that it was clear that her parents expected her to lead by example

and demonstrate leadership in her behaviour. She said, “...I was never assigned leadership roles, it just fell to me, I suppose because I was the older one, I was expected to take care of things and be responsible. It was as though my father expected me to be exemplary, lead by example but he never acknowledged it openly or otherwise.”

5.5.4 Research question 2: Interview question 4

How did the division of labour, your gendered role experiences and leadership experiences influence or motivate you in your leadership role occupancy today?

The results of this interview question were varied across participants, However, the first three ranking constructs were mentioned across at least six participants.

Table 6: Constructs on how division of labour, gendered roles experience and leadership experiences influenced leadership role occupancy.

Rank	Construct	Frequency
1	Conditioned by learned experiences from parents for leadership	7
2	Leadership roles achieved due to strong work ethic	6
3	Leadership roles achieved due to strong self -efficacy	6
4	Desire of empowerment and independence motivated pursuit of leadership role occupancy	4
5	Observation of mother's dependence motivated pursuit of leadership role occupancy	3
6	Leadership roles were never an ambition	2
7	Desire for success and monetary reward motivated leadership role occupancy	2
8	Awareness of gender inequality motivated leadership role occupancy	1

The six participants were of the view that they were conditioned in various ways, by their parents and experiences to pursue leadership role occupancy.

Leadership role occupancy appeared to be anticipated and a natural expectation from immediate and extended family. Participants also felt that they displayed a very strong work ethic and self-efficacy which led to them achieving leadership role occupancy.

The executive manager in the mining industry stated, *“So the weird thing is I have never been really aware of pursuing leadership in my career...If I am expected to give 100% I give 150%.”* She indicated that her first role was a junior role in which she made an effort to contribute in ways that were not part of her role and not expected. She also described how she made it known to her superiors that she was determined to finish her Chartered Accountancy qualification, and people who then opened up opportunities for her recognized her determination.

Another concept that came up strongly for one participant and was mentioned by three other participants is the dependent situation of the mother, who was a stay at home mum. Regardless of whether the participant viewed the mother’s situation as disempowering or frustrating, or even dependent but self-empowered, the researcher observed the dependency situation as a strong motivator. Participants expressed the view that they were motivated for independence and leadership role occupancy as a way in which to achieve independence. One senior manager from the investment banking sector said, *“So I look back at my mum and here dependence on my dad and the fact that she doesn’t work, it is something that I never wanted for myself,... It’s something I never wanted, to be dependent on anyone because it is actually very disempowering. So that was something that motivated me to pursue leadership roles, the need to be empowered and independent.”*

An interesting emerging theme mentioned by the executive manager in the telecoms industry who was of the view that the leadership qualities she developed in childhood were a disadvantage in her career. The view expressed by the executive manager was, *“... I guess I’m sometimes perceived as quite aggressive and I used to at some point think that I was but I realised that I’m actually not. It is just because men expect women to behave in a particular way and I don’t fit that mould. ...to a degree it’s worked in my favour in the sense that I think you know it made me believe that I could take on leadership roles and be a leader and so I chased after those things and I tried to get to a particular place in my career. But I think that the flip side of that is that because I am perceived in a particular way that I will not go further in my career.”*

5.6 Results for Research question 3

Research question 3: How is motivation for leadership role occupancy influenced by role models?

Research question 3, under power motivation, aims to understand how the participants experience of role models influenced the motivation to pursue leadership role occupancy. Collecting data for this research question was done with the formulation of three interview questions, which sought to the type of role models participants had, the difference between how role models of different genders motivated them and how this experience influenced their motivation for leadership role occupancy.

5.6.1 Research question 3: Interview question 1

Who were your role models who inspired leadership in you, from either your family unit, church, community or social circles?

The results of this interview question show that most participants had role models who were both male and female. The role models were predominantly situated within the family or extended family unit. One participant's male role model was Nelson Mandela. The researcher observed that this particular participant had a complex relationship with the father figure and she mentioned that the reason Nelson Mandela has been a lifelong role model is due to the value system and qualities he displayed which aligned to her sense of justice and fairness. She said, *"...from a male role model's perspective mine was Nelson Mandela. I was invited to meet him as part of our school delegation in 1994 and I just never forgot how humble he was but such a great man. Everything he was able to overcome and have empathy for what was happening around him. My male role model wasn't someone I knew personally. But very influential in terms of how I chose to live my life based on what i learnt from him."*

The table below shows the constructs that emerged in this interview question.

Table 7: Types of role models participants identified

Rank	Types of role models	Frequency
1	Male role models	8
2	Female role models	8
3	Extended family as role models	4
4	Non Interpersonal role models	1

An interesting observation was that while almost all participants mentioned fathers or uncles as male role models, only five participants mentioned the mother as a role model. Other participants cited different female role models, from successful female

leaders to female siblings. Three participants stated that their mothers were role models despite the dependent situation. The mother's dependency influenced how their mothers motivated and encouraged them within that situation. Two participants mentioned that their mothers were working mothers, highly educated and still juggled the communal responsibilities within the family, even though fathers offered assistance.

The following quotes demonstrate the results discussed above:

My father worked and was the main breadwinner. He made the big decisions at home. My mom worked but was also responsible for the household.

I always admired my mum for what she was able to do in terms of—because she did all of her studying you know, after we were born and stuff; and where she was able to go in terms of her career with that.

So definitely my dad and my mother in a very different way, as I said she never had a formal job, she never really was a working woman, and even though I viewed her as disempowered I admire the role she played as a mother and in shaping us, I can never discount that.

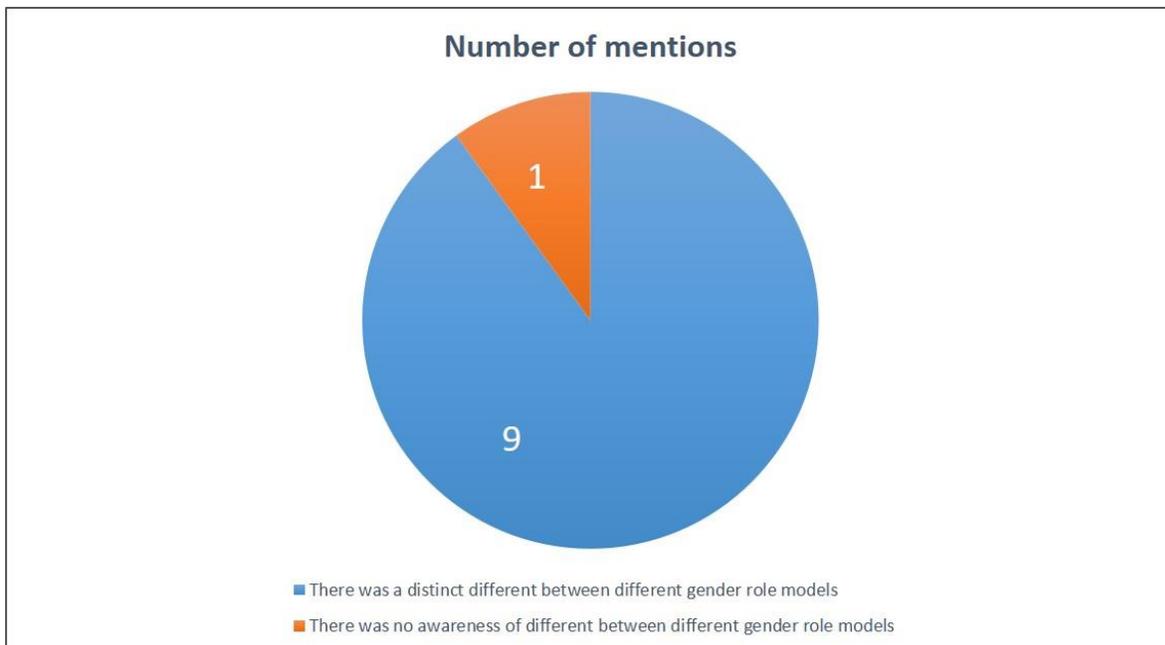
Definitely my mother who despite her dependence was such a determined strong-minded person, who pushed me because she wanted better for me.

5.6.2 Research question 3: Interview question 2

Was there a difference in your role models with regards to gender and how you were motivated?

The results for this question very clearly indicated that participants recognised the different ways in which they were motivated by role models of different genders. Role models varied across participants, mostly within the immediate and extended family. One exception was the executive manager from the mining industry, whose male role model was Nelson Mandela, someone she had met but with whom she had no interpersonal relationship. Another participant mentioned that she viewed her grandfather as a role model, even though she had never met him as he passed on before she was born. The executive manager from the telecoms industry described how she had learned about her grandfather, and the community work he engaged in from friends and family and had considered him a role model based on what she was told about him.

Figure 4: Views on difference in role models



Participants expressed the view that their male role models, of which five were fathers, two were uncles, one was the grandfather and one was Nelson Mandela, motivated them in what is considered masculine characteristics or agentic attributes. Female role models, who were mostly mothers, with one participant specifically mentioning an older sister and most mentioned current, successful women in organisations, were viewed as having instilled typical feminine characteristics or communal attributes. The following quotes demonstrate the findings for this interview question.

My uncle wasn't hugely active in how he encouraged me, it was much more a lead by example type of role modelling. He was very disciplined and hard. My mother was softer, more nurturing in her encouragement and she was obviously far more engaged and actively interested in my life, so I would say my uncle was tougher and my mum was just encouraging.

My father is probably where I get my drive and ambition from. I get my thoughtfulness from my mom

So, my Dad was very hard on me so as an example. I just recently summited Kilimanjaro and I already pre-empted what his response was going to be and he hit it right on the head in the sense that he said congratulations but you should have done this better...But, if I had to compare it for example, my sister who more the emotional type. She was basically interacting with me throughout the journey and at the end she just commends me, well done that was a massive achievement so well done.

I've always admired strong, independent women but women who are also in touch with their feminine, natural side. So I struggle with women who

are aggressive about it, who feel that they have to be almost masculine to compete because I don't think that's necessary.

One participant referred to the women in her family, which she considered as role models and how, in her view, religion played a role in what she perceived as a very progressive behaviour. She said, *“It also may be because they maybe wanted to model themselves on a Western existence because they felt they were Christian. I don't know. But it was fairly non-traditional... we're talking back in the '70s & 80s and she was driving at that point so this is like our grandmother driving...but my great-grandmother, so my grandfather's mother who is... Grandma Janet was a force to be reckoned with.”*

5.6.3 Research question 3: Interview question 3

How did they inspire you to pursue leadership?

The below table shows the emerging constructs for this interview question. The lower ranked results indicate that male role models inspired participants from an agentic perspective, with characteristics and attributes that are typically masculine, while female role models inspired with typically feminine attributes, which are communal and nurturing.

Table 8: Views on how leadership was shaped by role models

Rank	Role models shaping leadership	Frequency
1	My desire for leadership was shaped by my experience of role models	7
2	My desire for leadership was shaped b the value system I developed	5
3	Male role models instilled agentic attributes which inspired pursuit of leadership	5
4	Female role models instilled nurturing attributes which inspired pursuit of leadership	5

The concepts ranked 1 and 2 were observed in 8 participants, who spoke of their observations of their role models and how they were inspired by it. Participants acknowledged that they were inspired in different ways by different role models, which is aligned to the previous interview question in terms of gender difference, but it also demonstrates the different benefits participants observed in different role models.

The following quotes from participants demonstrate the above results:

So they inspired me in different ways, I would say Nelson Mandela because he was very close to the ideals that I developed for justice, standing up for what's right and helping others. This has often pushed me into leadership roles without me pursuing them. My mum inspired me to strive for better, independence and to empower myself.

It was a natural progression from what they taught me, looking back on my examples, they made me want to step up a few notches, to always to better and motivate others while I am doing it. It made me want to be a role model too...

They encouraged me to be independent from a young age. I left to study on France at 19 where I knew no one and spoke little French. They had confidence in me and gave me everything to make sure I could handle it.

So, my Dad was just very honest...and he said congratulations but you can do it better so he is basically highlighting that there is always room for improvement, which isn't always an easy thing to digest especially when all you want to hear is congratulations. My sister on the other hand tapped into not just the achievement but the risk that I had overcome with that

achievement and hers was just purely motivational and just commending me, which was it.

...all of these people that I just mentioned to you, they have ... they have no education; they've gone out and done it for themselves. So, it inspires me to become a leader, I think, because they managed to find alternative ways and still achieve success by my definition.

The executive manager from the telecoms industry expressed the view that her ambition for leadership has changed recently due to an experience with a serious illness. Some of her role models, who were very active in community work and in service of others surfaced here and she has been steered more towards the communal attributes of her role models. An interesting observation here is that this executive manager expressed the view that she has always displayed agentic characteristics, which she felt were a disadvantage to her as a female, and while some of her role models inspired these qualities in her, she was inspired by others that were communal. She said, “*...the point of where I am now is because the cancer's played a big role in where I'm at mentally now and what I want to do moving forward. And I just feel like it's so much more important to play a leadership role in things that actually impact and change people's lives. ... I think my influences showed me how important it is to be a good role model in the community and to help and serve.*”

Social Capital

5.7 Results for research question 4

How does accumulation of social capital influence leadership role occupancy for women?

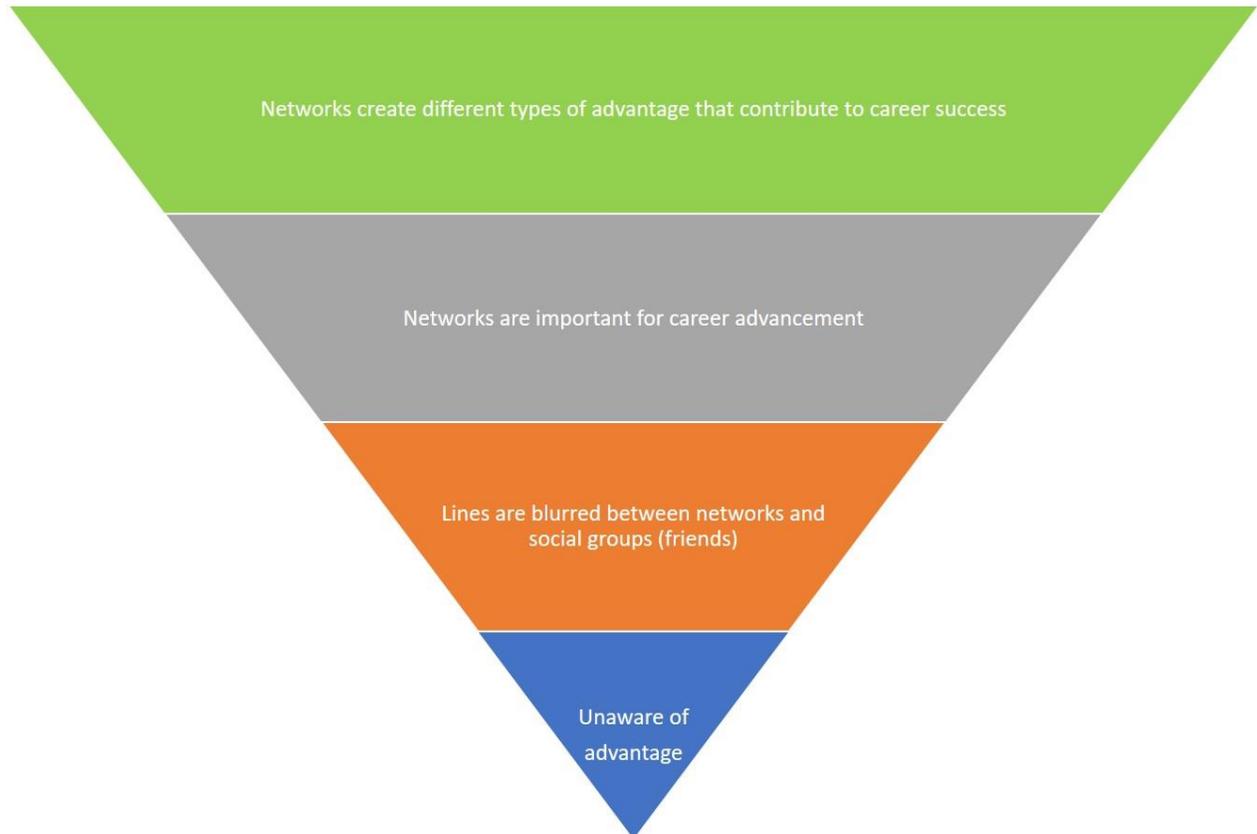
The aim of research question 4 was to understand how women have made use of social capital to advance their pursuit of leadership role occupancy. Four interview questions were formulated to explore women's experience of social capital. The interview questions sought to understand if women's experience of social capital has been positive and then to explore how the three key social capital benefits as described in chapter 2 under the social capital section have been experienced.

5.7.1 Research question 4: Interview question 1

How has your social network been a positive influence in your career advancement?

The figure below shows the highest ranked theme that emerged from this question. The results for this question demonstrate that 8 out of 9 participants considered social capital to have been an advantage to their career advancement. Two participants had firm views that career advancement cannot be achieved without social capital. The senior manager from an investment bank stated, *"Networks are actually really important for career advancement, you don't advance if you don't have the right network."*

Figure 5: Views on benefits of social capital



The highest ranking construct for this interview question also showed that participants showed awareness that social capital can be used in different ways to advance careers. While the following three interview questions look specifically at the key benefit features of social capital, in this interview question participants identified that social capital has been a benefit to them in the form of providing network resources that play an important mentorship role. The following views were expressed in support of the above finding:

...colleague of mine saw that I was struggling to juggle everything in my life, being a mother, having to travel extensively and she introduced me to someone who was a very strong Indian female in our organisation and this person helped me to rethink who i was at the time really, my brand and my

vision, and my boss at time as well, who took a big interest in my career, they mentored me in a way and they gave me a lot of time and that was a game changer for me in terms of understanding the value of profiles and networking. My social network have played a massive role but more in my development which indirectly relates to my career advancement.

...I stayed in contact with Mr. X but by the time I'd gone back to my previous company, Mr. X called me and said there's a role for me at his company but I said, 'I can't come, I just started back at here' – it was so stupid because the salary was so much better. And then as Mr. X was like a go-to guy, like a kind of mentor like you know, 'OK this is what they're offering me now, is that OK? What should I do? What must I do?...

They are a great source of knowing when an opportunity is open, advice, open and different perspectives, like a great sounding board.

At least three participants were of the view that their social networks were not just professional networks but comprised of friends and family. An executive manager in the FMCG sector mentions that her social network has become friends, she met her husband through her social network and she now keeps her network separate from her professional life. Another executive in the insurance sector expressed the view that her social network comprises for both friends and family as well as professional network resources. She said, "I think I would say 50% of my social network have the same view as me and 50% of people who have come into my life through family or they are friends from when I was younger. I like that my network is diverse that way..."

At least one participant stated that they are unaware of any obvious advantage that their social network has provided. This participant was of the view that endorsement in the form of references could be counted as advantage in the social network, but expressed that she always achieved a new role by her own merit and without the assistance of any network resource. She said, *“Naturally the references that I had were seniors that I had worked for before. So, yes, they had to contribute from that point of view”*

5.7.2 Research question 4: Interview question 2

Can you describe your experiences with sponsorship within your social capital network that contributed to your career success?

The aim of this interview question was to establish whether women had experience of sponsorships in their career advancement or success. The question asks participants to describe their experiences with sponsorship within their social capital networks, as one of the key benefits described in the social capital section of chapter 2.

The following table shows the emerging concepts for this interview question.

Table 9: Constructs on perceived sponsorship benefit

Rank	Construct	Frequency
1	Sponsorship was a game changer in career success	6
2	Unaware of or limited awareness of sponsorship advantage in career success	3

Views from participants demonstrated either that sponsorship was experienced and was an advantage in career success or that sponsorship was not very clear

to have contributed to career success. Although the results for this interview question appear very clear-cut due to two emerging concepts, they were varied in the detail. The executive manager from the mining industry described her sponsorship in the form of mentorship and exposure to career advancement projects. She was of the view that the strong track record and value added to work projects resulted in the right people taking notice of her and then proceeding to play a part in her development. She said, "I built up a strong track record of my contribution to through my work, to projects and initiatives that was involved in and people noticed this....he didn't really sponsor me in terms of my role that I got, i could say he took an interest in me and my development and from that perspective"

Another participant who is a senior manager in the legal industry said, "I can think of one when I was referred for a role by a friend within my network, it was the strength of the referral and it came at the perfect time in my life. I didn't have extensive sponsorship throughout my career but that is one I can remember" This limited awareness of sponsorship is shared by another participant, who started off saying that she was only aware on one sponsorship experience in her career but then went on to describe two sponsorship experiences that she was able to recall. She also specifically pointed out that both her sponsors were male. The executive in the FMCG sector seemed reluctant to speak about her experience with sponsors, and she was of the view that she had very little experience with sponsorship and mentioned that again that her networks are kept separate from her professional life.

Six participants were of the view that sponsorship was a clear benefit to their pursuit of leadership role occupancy. The ways in which they experienced sponsorship varied between, mentorship, development and growth contribution and opportunity identification. One participant pointed out that sponsors are

different from mentors in her view. The following are some quotes that reflect this result:

Sponsors are actually very important and they are different from mentors. Sponsors have the ability to advance your interests, some of the roles I have had would not have come to me if it wasn't for sponsorship from some very important and valuable parts of my network.

...my line manager was my sponsor. ... He really values the interaction with people and how he sees people as part of his team. He was able to help me to surpass self-doubt; he put me into a really senior position... He has empowered me to really create my own space, he's put me in charge of a lot of money, he's given me blank canvas to develop my own strategy and implement my own thoughts and opinions and he's really ... his vision for me is to be a strong leader in my field and he supports that 100%.

So I think actually it's been interesting because I've worked in quite a few countries around the world and I have found that when you don't have a network it is much harder to get a job...So I have in fact almost never interviewed for a role properly. It's always been through people that I have known and then I've had a contract and then got to know the people and then when a permanent role has come up they have then offered me the permanent role.

An emerging theme that was brought up by one participant was the risk of perceived inappropriate conduct within a possible sponsorship relationship. She mentions network resource that could potentially be a sponsor but says that she is cautious in how she maintains that

relationship because she is unsure about what the expectation would be from the would be sponsor. This is not the first time she mentions perceived inappropriate behaviour in a network resource relationship. She said, *“I am very close in fact to the CTO of the organization, so from Group – very senior guy, very well respected in the organisation. And there’s the relationship with Mr. X also that I have to manage very carefully because I never know whether he actually wants to jump into my pants or help me.”*

5.7.3 Research question 4: Interview question 3

Can you describe your experiences where you had superior access to information within your network, which may have assisted in your career success?

The aim of this interview question was to establish whether women had experience of superior access to information in their career advancement or success. The question asks participants to describe their experiences with superior access to information within their social capital networks, as the second of three key benefits described in the social capital section of chapter 2

The following table shows the key constructs identified for this question in the results.

Table 10: Views of benefits derived from superior access to information

Rank	Benefits of superior access to information	Frequency
1	Superior access to information helps to navigate the environment	6
2	Superior access to information gives access to institutional knowledge	3
3	Superior access to information creates access to opportunities	3
4	Unaware of superior access to information	1
5	Superior access to information helps to manage network resources	1

The highest ranked and most mentioned construct for this question was navigation of the environment. Participants were of the view that superior access to information added the most value in assisting them to navigate their current and previous environments in organisations. The way in which participants receive this benefit is in the form of guidance, advice and support. Some were of the view that superior access to information created advantage from an institutional knowledge perspective, and assisted them to pursue opportunities through this benefit. With regards to access to opportunities, there were various views about how access to opportunities is created through superior access to information. The senior manager in the financial sector was of the view that superior access to information benefited her in having an advantage over other candidates with regards to role interviews, but also stated that she pro-actively sought out information to prepare for pursuing leadership roles. She said, *“I will take the time to actually go read the last 5 years’ financials, put together like a mini corporate finance thing or whatever and then actually try and impress people in that way but I think that’s more personal than me actually having superior information because I think the information’s there, I just took the time to use it.”*

One participant felt that she did not have superior access to information or was unaware of having it. Another was of the view that superior access to information did not always mean that information was relevant to her. This senior manager in the legal sector felt that superior access to information was more beneficial in assisting her to manage and maintain her networks rather than being of benefit in pursuing leadership role occupancy.

5.7.4 Research question 4: Interview Question 4

Can you describe how your network contributes to your social credentials, which may have assisted in your career success?

The aim of this interview question was to establish whether women had benefited from the social credentials of their network resources in their career advancement or success. The question asks participants to how social credentials is an advantage within their social capital networks, as the third of three key benefits described in the social capital section of chapter 2

The following table shows the results for this interview question.

Table 11: Views on benefits of social credentials

Rank	Benefits of social credentials	Frequency
1	Social credentials are beneficial when network resources are respected and occupy a high level in the organisation	6
2	Unaware of social credentials within the network	2
3	Social credentials create perceptions which can be either positive or negative	1

The results show that participants consider social credentials to be of value when network resources are highly respected, successful and have a highly positive reputation. One participant pointed out that social credentials were not just allocated to individual resources within the network but also to the organization itself and the credibility of the organisation that she works for. The senior manager at an investment bank said, “...it does actually play a significant role when it comes to your image when you are exposed to the larger corporate environment. Fortunately for me is that the employer that I was previously with was seen in a very positive light so naturally I received a very positive image. So, from that point of view when it comes to association, yes it definitely does play a role because you must remember that it is not just the employer but it is the rest of the people that are employed there.”

Another participant, also a senior manager in the investment banking sector was of the view that having highly respected network resources are required for career advancement. Further to that, she was of the view that having highly respected network resources assists in expanding her network. An interesting result from one participant was the view that relationships are created and maintained in the early stages of network resources careers and when they advance, they contribute their social credentials to well established network relations. She said, *“...people say it’s difficult for them to attract new people around because you won’t actually know because they want to be your friend or they like who you are as the title, right? So for me I think it’s because I’ve known these people and built the trust up before they actually became important people. And now that they are important...”*

Just one participant mentioned that awareness of social credentials was very limited in their experience. Two participants were of the view that social credentials, while have a positive benefit, can also have a negative effect on the pursuit of leadership role occupancy. The executive manager from the mining sector related her experience of association with network resources that were highly respected but actually limited her career advancement because they wanted to keep her in the role she was occupying at the time. In this case, the network resources social credentials created a barrier for her. She said, *“At some point it became limiting. And then the social credentials of the network you have sometimes counts against you, because at some point it was very difficult for me to move because certain senior leadership didn’t want that. The catch 22 is that I always knew that they appreciated me, they paid a lot of attention to my development but they also became a barrier to my career advancement in a way.”*

The executive manager from the telecoms industry was also of the view that social credentials were negative in some of her experiences. She described an experience of a particular network resource that is very intimidating to other colleagues at work and her association with this network resource creates negative perceptions about her amongst her colleagues. She also points out that the negative perceptions from female colleagues are more geared towards possible inappropriate conduct and with male

colleagues; it is concerning anxiety around the work that is produced for this network resource.

Social Capital Networks

5.8 Results for research question 5:

How do networks influence the chances of successful leadership role occupancy for women?

The aim of research question 5 was to understand if women have network structures in their social capital, and how those network structures were used for social capital benefits and how they contributed to pursuing leadership role occupancy. The two network structures that were explored for research question 5 are weak ties and structural holes. Four interview questions were formulated for weak ties and three interview questions were formulated for structural holes. The weak tie questions were aimed at understanding the diversity of weak ties women have in their network structures and the aim of the structural hole questions were to understand how brokerage action was used in structural holes to realise benefits.

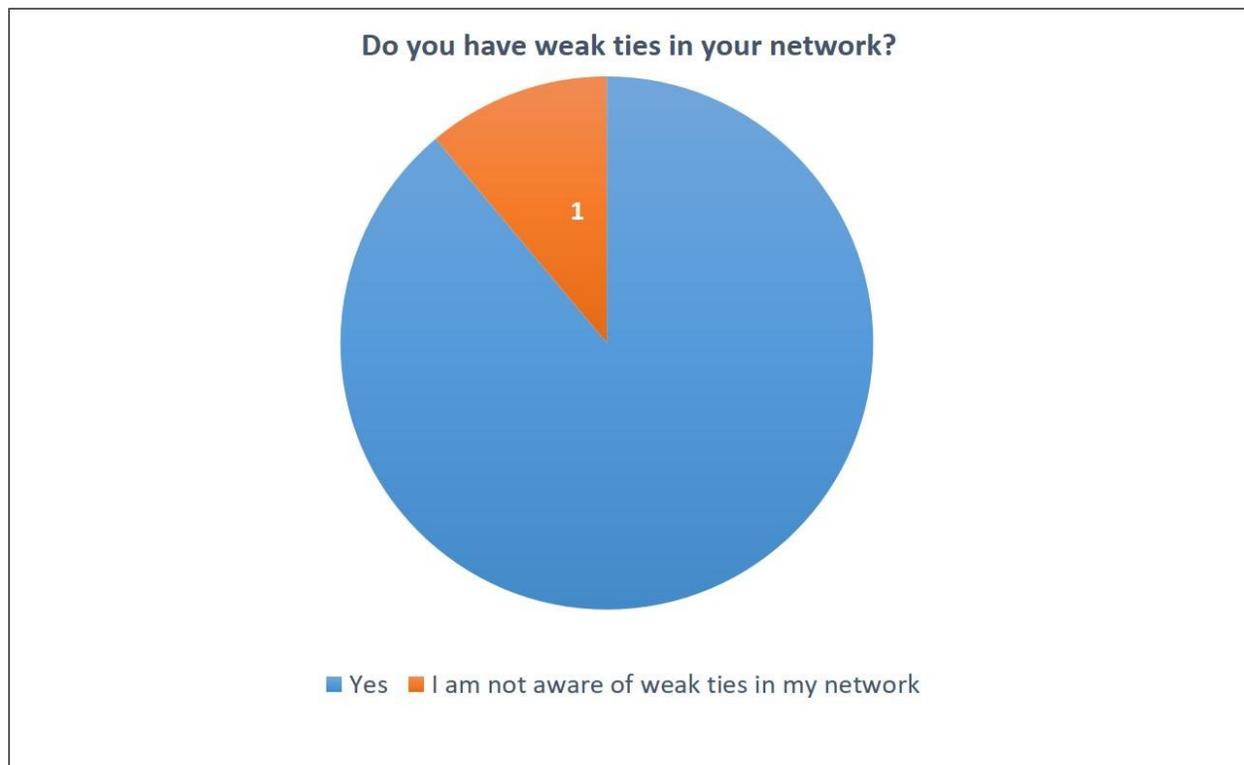
Weak ties

5.8.1 Research question 5: Interview question 1

Do you have any weak ties in your network?

This interview question was aimed at soliciting a yes or no answer. The objective was to know if participants have weak tie resources in their networks.

Figure 6: Number of participants who have weak ties in their social networks



Eight of the nine participants said that they do have weak ties. The one participant that was of the view that she did not have any weak ties, also confirmed that she did not consider any of her network resources to be weak ties. Some participants expanded on the detail for this question. The following are some views that they expressed in answering this interview question:

...my boss at the time profiled me a lot and I used to help him with the board packs for the board meetings, where all our senior business people sat, so they got to know me and they all knew i was studying towards being a CA, and when they moved up in the business, like became MDs of different divisions, I still have them in my network.

These weak ties allow me to get things done faster than most people and allows me to gain support for big changes that I want to make.

5.8.2 Research question 5: Interview question 2

How diverse are your weak ties?

The table below shows the results for this interview question. Results were very similar across all participants except the one who was of the view that she does not have weak ties.

Table 12: Participants views on the diversity of their weak ties

Rank	Diversity of weak ties	Frequency
1	Diversity in my weak ties is limited to industry, race or gender	6
2	My weak ties are very diverse	5

All participants were of the view that their weak ties were diverse. The difference came in when describing what the diversity was for their weak ties. Five participants had weak ties that were limited to their own organization or industry. One participant went on to explain that her weak ties are resources that she has maintained for a number of years and they started out in junior roles and were now a scarce high-level resource. Some of them have moved out of her current organisation but most are still within it. Participants who have weak ties mostly within their own organization have been employed at the organization for a number of years. The executive from the mining industry also pointed out that the diversity of her weak ties is something that she considers a gap and would need to work on. She said, *“You see I have been at my company since before I graduated as a CA, I grew up in the company so my weak ties are mostly in my company. So from an industry diversity perspective I suppose it is a development or gap i should look at.”*

Three participants stated that their weak ties were mostly male, even though there was diversity with regards to race and industry. The executive manager from the telecoms industry said, *“Gender by its men, men, men. Simply because there are very few women operating at that level. There is industry diversity and racial diversity.”*

A senior manager from the investment banking sector was also of the view that her weak ties were mostly male, and also mentioned that weak ties in her network resources were an area that she could improve upon.

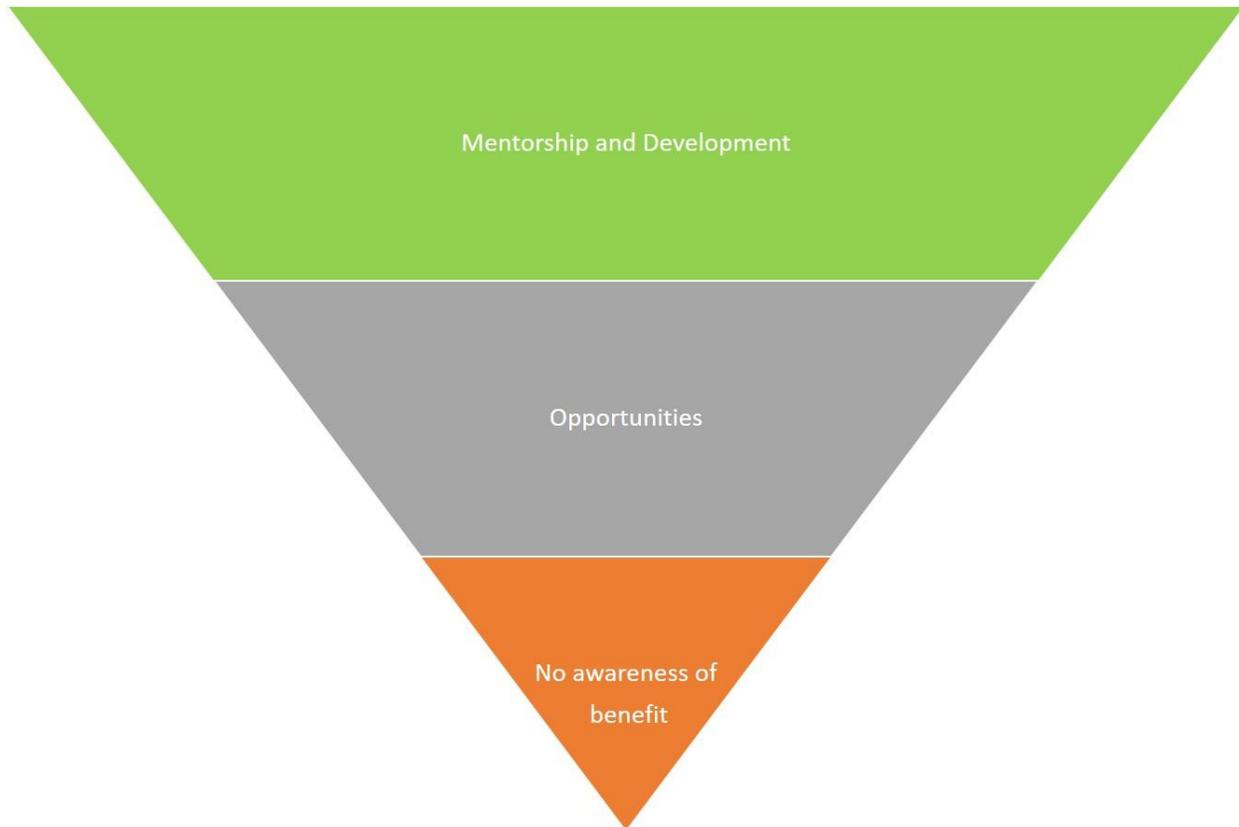
5.8.3 Research question 5: Interview question 3

Have your weak ties ever been an advantage to you in your network?

The results for this interview question demonstrate that women know that weak ties are an advantage within their networks. Two participants felt that that they have no experience of weak ties being an advantage to them.

Participants who were of the view that their weak ties were an advantage to them had varied responses on what the advantage or benefit was. Five participants felt that their weak ties have been an advantage by providing invaluable mentorship, guidance and support.

Figure 7: Perceived benefits of weak ties



While some participants felt that their weak ties are an advantage in helping them pursue new opportunities. The following quotes demonstrate the above results:

So in the roles I have had and the projects I have led, my weak ties have been extremely supportive, always taking an interest in my progress.

...they have assisted in indirect ways mostly and over a period of time. There hasn't been direct impact really and also they play more of a mentoring role than a direct role in advancing my career.

every time I interact with them, even though it's brief or not very often, I always get nuggets of information that are useful when I'm thinking about where I'm going to next or how I'm going to do something

A senior manager in the financial sector was of the view that she has a brokerage role within her weak ties, where she has successfully connected network resources for mutual benefit. She said, “...its different purpose of sort of like networks as well and the common thing there is me so I think it's been advantageous for them as well because sometimes when I know that something about one network and another network and they're open in terms of like connecting the two together to solve a particular problem.”

5.8.4 Research question 5: Interview question 4

Have your weak ties assisted you in pursuing leadership role occupancy?

The results for this interview question were similar with the exception of two participants, who were of the view that weak ties did not assist them in any way to pursue leadership role occupancy.

Table 13: Number of participants who confirmed weak ties assisted pursuit of leadership role occupancy.

Rank	Answer	Number of participants
1	Indirectly	6
2	No	2

The interesting observation for this interview question was that participants who responded positively to weak ties having assisted them in pursuing leadership

role occupancy also said that this advantage came in in the form of mentorship, support and guidance rather than direct forms of advantage like recommendations for a role or opportunity. The following excerpts are examples of the above mentioned results:

I wouldn't say they assisted, they motivate me and offer advice and guidance but I take the initiative to put myself out there. I was never recruited or recommended for a role, no wait, once yes I was, but I didn't take up the offer which was kind of not received very well, but almost every role I have had my network have assisted in the way that they have guided me and contoured to my personal development, but not really assisted me in getting a role.

I can call someone up for advice, the role I have now is exactly how it happened, i spoke to our MD about moving into a different area and about my passions and where i wanted to make a difference and asked for advice on how I could make that happen. I ended up in this new role 2 weeks ago, which is about building diversity and realising our gender transformation agenda.

Not really. I believe they have assisted me in building a strong track record of delivery

5.8.5 Research question 5: Interview question 5

Does your network have structural holes?

The results for this interview question show that all nine participants answered favourably to whether their networks have structural holes and one participant was of the view that her network did not have any structural holes.

5.8.6 Research question 5: Interview question 6

Can you describe how you have brokered relationships between your network groups that have structural holes?

This interview question aims to understand how women play a brokerage role within their network structures that have structural holes. This is the key advantage of structural holes in that the brokerage action places the individual in a position of power to gain some benefit or advantage from connecting network resources.

Table 14: Constructs for brokerage action in structural hole social capital networks

Rank	Answer	Number of mentions
1	Connecting resources for mutual benefit of each	8
2	Connecting resources for available opportunities	3
3	I do not engage in brokering relationships in my network	1
4	I do not interconnect resources in my network	1

The results show that eight out of nine participants engaged in brokering action and are of the view that this brokerage action is benefit to both network

resources that are being connected. Three participants made mention of brokerage for available opportunities, however, these opportunities were not for the participant but connecting a network resource to an opportunity with a different network resource. One participant stated that she does not connect her network resource groups and does not allow them to overlap. This senior manager in the legal sector said that she preferred to keep her network resource groups separate from each other. She said, *“I try not to allow my network groups to overlap and interconnect. I keep them separate as far as I can. I mean I have probably about 50 WhatsApp groups with different groups of resources and unless it is a recommendation for a job, that I know someone is interested in or there is an opportunity that I know someone is interested in, I don’t really mix them”*.

The executive manager in the mining sector was of the view that brokerage action in her network resources is an engagement that she needs to work on. She did mention examples of where she felt she played this role though. She said, *“think it’s something that I am still working on, but in my new role and because I have multiple projects within this department, I try to look for synergy and that means that I introduce resources to each other, who can be of benefit to each other in achieving their own goals and giving us the value we are looking for.”*

A senior manager in the investment banking sector described how her brokerage action consisted of connecting network resources to opportunities, and that the brokerage action helps her to build and expand her network. So the benefit she experiences is not direct in terms of her career advancement but there is a social capital accumulation benefit.

Another investment banking senior manager brokers her relationships according to geographic location. She stated that she brings people together in her network in

specific locations, by inciting them to a social event or gathering. The senior manager from the media industry was of the view that she has benefited other people from brokerage action more than for herself. She specifically mentions that she brokered network relations between her husband and her network resources that led to his business success. She said, “...I’m putting my husband who’s a complete outsider in touch with people in my network but then he then built his own network off that.”

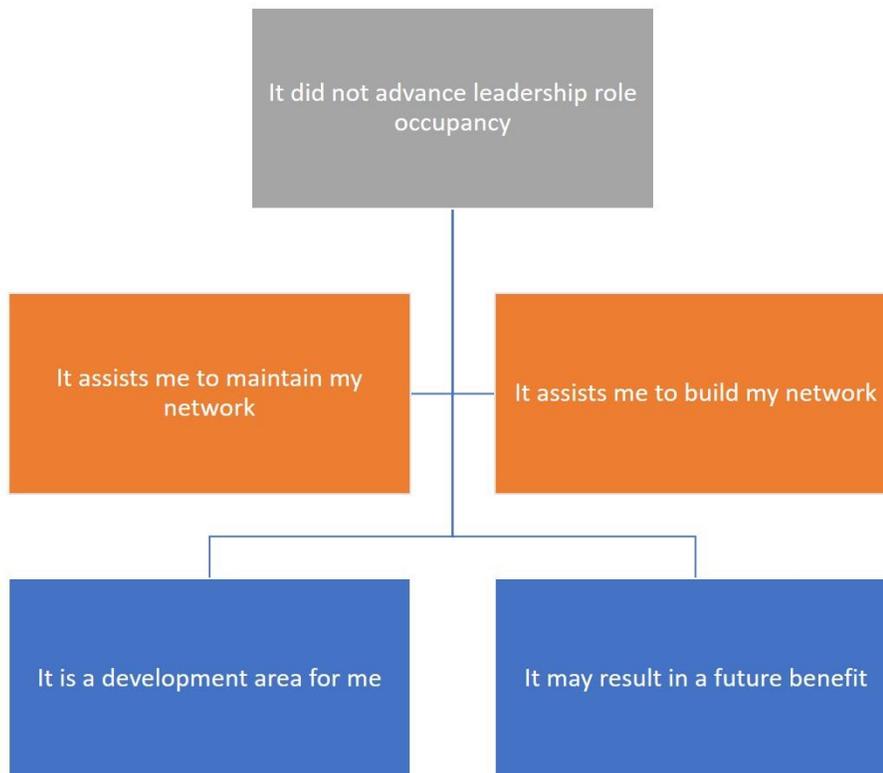
5.8.7 Research question 5: Interview question 7

How did this brokerage action advance your leadership role occupancy?

The results of this question show that none of the women considers brokerage action within structural holes advances leadership role occupancy. While the benefit of structural holes is the advantage created for the individual by the brokering action, none of the participants appears to be using it for pro-actively for career advancement. One participant did not have any further detail to add however, others were of the view that brokerage action did provide benefits to them concerning expanding their networks and maintain their networks.

Figure 8: Brokerage action in structural holes impact on leadership role occupancy

Outcomes of brokerage action in structural holes social capital networks



Two participants were of their view that they were in fact not using the structural holes within their networks effectively and saw this as a social capital development area. They expressed the following view concerning this:

This is something I am still working on, even my husband says that I know so many people and have quite a large network but I don't really work the network, actively to my advantage. I need to work on that more.

I really suck at that sort of thing so for me I've always just walked away with creating the relationship. Maybe the benefit that comes out for me in the end is that it increases like my networks and my relationships with people. It helps me

manage my network better. Maybe like sometime in the future, who knows, maybe someone will remember that I did something I guess.

A senior manager in the investment banking sector mentioned that navigating a network with structural holes does not necessarily advance her leadership role occupancy, but she feels that it does assist her in her leadership roles as she benefits from the diversity of perspectives that she gains from having different and un-connected networks. She said, *“They help you to think a little bit differently compared to how your colleagues at work would think. So, it hasn’t helped me in a leadership role per say. But it has helped me as a leader to think differently.”*

Other views expressed for this question were:

It actually doesn’t really advance my leadership role occupancy as much as it creates an advantage in expanding my network. So it is not a direct advantage I suppose more about building relationships.

for me in terms of leadership, I have not done that to get actually anything out of it but I do think that it could turn out to be a successful sort of a transaction then I do think that it improves my social capital with the 2 groups and then the next time that there has to be an interaction I think they would view me as being a more trusted and go-to person or whatever. So I think it influenced my influence.

5.9 Conclusion on findings

The results of research questions one to four show support for the existing literature on the influence of gendered experiences of cultural capital accumulation and power

motivation as determinants of leadership role occupancy for women. Results for research question five supports the literature on accumulation and use of social capital by women in some aspects, however, the results also show that the influence of gendered experiences on the use of social capital networks for pursuing leadership role occupancy is not a positive one. Of interest in the results is that participants often did not acknowledge or recognize their gendered experiences, in that, the view they expressed to directly answer the question contrasted views that were expressed in answering other questions. Contrary to what most of the literature reviewed tells us in terms of the indispensable role social capital plays in advancing leadership role occupancy, most participants were reluctant to attribute too much credit to social capital. Participants were of the view that their own work ethic, value add and contributions to work as well as pro-actively seeking opportunities was the main means in which they achieved leadership role occupancy.

In chapter 6 the research results and findings from chapter 5 will be discussed further detail. A framework is proposed in order to assist both women and organisations to improve the success rate of leadership role occupancy for women.

Chapter 6: Discussion of results

6.1 Introduction

In this chapter, the research findings from chapter are discussed in detail and linked to the literature reviewed in Chapter 2 of this report. The aim of the discussion to answer the questions detailed in Chapter 3. The existing body of literature was used together with the data collected from in-depth interviews to form the basis of the study. The study aims to explore and understand how gender role structure influence cultural capital, power motivation and social capital as determinants of leadership role occupancy for women. The findings will then be used to contribute to understanding how organisations can improve approaches to increase the rate of leadership role occupancy for women. The findings will be used to make recommendations to increase encouraging factors and reduce inhibiting factors in enhancing women's pursuit of leadership role occupancy.

6.2 Discussion of results for research question 1

To what extent do your perceptions influence accumulation of cultural capital for leadership role occupancy?

Research question 1 sought to explore as well as reflect on how participants experienced the accumulation of cultural capital, that is, their education and learned experiences, within the social structure of the family unit. The question investigated the personal experience and opinions of women in terms of how they believed cultural capital accumulation took place for them as females and how it influenced their pursuit of leadership role occupancy. The appointment of women to executive roles comprises of social structure. (Fitzsimmons et al, 2016) As argued by social theorists, social structure contributes to the roles and selected gender paths that men and women find themselves in. (Scarborough et al, 2017) Researchers have also argued that individuals conduct their

aspirations and career choices from their gender experience when accumulating education and learning. (Telleret et al, 2017)

6.2.1 The extent to which perceptions influence accumulation of cultural capital for leadership role occupancy.

The data obtained from the interviews conducted for this study confirmed the existing views represented by the literature discussed in Chapter 2. Swartz and Power (2015) note the way in which women will think, feel and act because of immersion in their social structures of family, education and learned experiences argued Bourdieu's (1996) notion of habitus. The data obtained showed that participants think, feel and act in a way that reflects their family's approach to education and learned experiences. Women confirmed that they were instilled with the importance of achieving a high level of education, and for some the experience of their family members contributed towards their own aspirations for education and learned experiences. The most significant themes identified for this research question were encouragement for education pursuit, family expectations and the attitude of family towards education. One participant said, *"I came from a family where education was the top most priority, right. From yag-high everybody knew that they were going to university, there was no 2 ways about it."*

6.2.2 Encouragement for accumulation of cultural capital

This finding is in support of the view by Fitzsimmons et al (2016) that cultural capital is identified as necessary for career progression, but more than that accumulation of high levels of cultural capital is because of high levels of encouragement. Another participant said, *"My parents are not educated themselves and it's always been their ambition that they would educate us."* This participant also said, *"So, I studied two degrees, my father supported me throughout those two degrees, so they very ... I mean I continued to study, I haven't stopped studying since."* This data support the view of Fitzsimmons et al and Davies, Broekema, Nordling and Furnham (2017) who state that gender norms and characteristics develop the individual's interest in opportunities and in career progression.

In support of Davies et al (2017) argument that observed gender differences especially in values, motivation and perceptions of self were shown to contribute to career outcomes. Findings in support of this argument show that participants' observation of parents' lower levels of education and specifically the mother's dependent situation encouraged and motivated accumulation of high levels of cultural capital and the desire to achieve independence, which had an influence in career choices. One participant said,

...my mum never worked, she helped my dad in his business, she never had a separate job but she worked in my dad's business helping him. So my mum was never 100% at home but she also didn't work 100% of the time. My mum was fully dependent on my father, which is something that I really never wanted for my future...

6.2.3 Unequal expectations of cultural capital achievement

For women in the study, the data revealed that the ambition for accumulating high levels of cultural capital was not equal across genders especially in households where siblings were mixed genders. This finding is of interest in understanding the barriers that women face in pursuing leadership role occupancy. More than one participant revealed that the expectations for educational achievement was not equal for their male siblings. One participant pointed out,

My brother didn't really go for really high achievements like I did. I suppose the support my mother gave my brother and I was different in that it was kind of tailor made to our personalities. I was more independent and didn't need as much encouragement.

It appeared, at least in their view, that male siblings were equally encouraged but lesser achievement was accepted. Studies support the view that women often have higher levels

of education and learned experiences. The observations by Ahrens et al (2015) support this finding, as they note that succession to leadership roles is not fully dependent on accumulation of cultural capital but rather in the decision makers' preference for males in leadership roles. Fitzsimmons et al (2016) who note that leadership is influenced by almost all social interactions and influence around gendered expectations also observe this finding. Males are expected to succeed naturally due to their agentic, aggressive and competitive attributes, and the data shows that women are encouraged to achieve more in order to succeed compared to males. As one participant stated,

...my Dad always told us whatever we do we must not just be able to do what boys can do, we need to do it better than boys and that we tried to apply to every aspect of our lives.

6.2.4 Development of features for leadership role occupancy

Eagly et al (2003) and Fitzsimmons et al (2016) note that valuable features for leadership role occupancy include leadership, strategy, intelligence, integrity, self-efficacy and stewardship. The data showed that women develop these features in the accumulation of cultural capital. The findings show that women were aware of having developed these qualities within their cultural capital accumulation, and with the expectations for achievement that they experienced within the family structure. One participant pointed out,

So throughout my life, in my family, it was expected that you would pursue leadership roles. It started early with something silly like being the class monitor and then the SRC president, it was expected that we pursued those kind of things.

6.2.5 Gender stereotyped attributes of leadership

In contrast to this finding, Schuh et al (2014) Joshi et al (2015) and Fitzsimmons et al (2016) argue that structured spaced like the family or community environment create a

system that is organized around hierarchy. Women are attributed with communal traits of supportiveness, empathy and gentleness and men are attributed with assertiveness and dominance. Findings however demonstrate that participants were encouraged to be assertive, dominant and competitive. Being encouraged to pursue leadership roles means that these attributes were not just being developed in female participants but were also encouraged. One participant said,

I feel like it was a pre-determined goal for myself and its really helped because I feel like I've been conditioned to believe that I've got everything, all the tools for success and that I already were in a leadership position.

Another participant also recognised the role that her parents played in developing her leadership attributes.

I really feel like the kind of parenting that my parents did was, like the way they socialised us, was around like creating leaders. I don't know how you—so you know we were socialised that way, like even in our house particularly if I just compare ourselves to our cousins they wanted us to be quite independent from quite early.

Also in contrast to argument by Schuh et al (2018) that that women are at a disadvantage due to their characteristics that emphasize social values and attitudes that promote the values of others, the findings show that it is in these characteristics that cultural capital accumulation is an advantage to pursuing leadership role occupancy. Learned experiences in which participants have demonstrated these characteristics have led to development of leadership opportunities. One particular example from a participant follows:

I always ended up in that role because of my experiences, like at primary school I became the head girl because I assisted someone who was being bullied and I

witnessed it... it was never on my agenda to be a leader but it just happened because i got involved and wanted to make a difference and i had strong beliefs about things...

6.2.6 Conclusion to findings on Research Question 1

The findings of research question 1 show that participants were encouraged to achieve high levels of cultural capital, mostly through education and academic achievement and for participants, learned experiences were a deliberate investment from parents. All participants experienced high levels of encouragement to achieve high levels of education, whether it was because the parents were uneducated and they now wanted their children to make the most of opportunities available to them or because family was highly educated and had the same, if not higher expectations of their children.

An interesting finding for this research question was how motivation, encouragement and expectations for education differed between participants and their male siblings. The results indicate that while participants were of the view that encouragement and motivational efforts were equal, expectations were unequal. This is because they observed that their male siblings were allowed to put in less effort, or rather, were not pushed to exert more effort, which was the case with all participants. The findings indicate that all participants had the experience of being heavily encouraged and pushed to achieve a high level of cultural capital and there were high expectations in place to this effect.

6.3 Discussion of results for research question 2

How is power motivation for leadership role occupancy influenced by traditional gender role beliefs?

Research question 2 sought explore how socially structured beliefs around gender roles influences power motivation which has sway on women's pursuit of leadership role occupancy. The question examined how participants experienced the division of labour within the family unit and how this informed their self-percept of their own gender role. The question also investigates the type of leadership roles participants experienced within the family structure. Finally, it explores how all these experiences contribute to pursuing leadership role occupancy for participants. As argued by Risman et al (2012) and Wood et al (2012, socialization and interaction has considerable function in the type of roles that women inclined to pursue. Scarborough et al (2017) argues that division of labour within the family unit results in observation of performance of gendered behaviour as well as inequalities within gendered behaviour. This observation has a high level of influence on power motivation formulation.

6.3.1 Gender stereotyped experience of division of labour

Data obtained for research question 2 confirm the existing views that are discussed in chapter 2. Wood et al (2012) argues that division of labour, and role modeling (which will be discussed in the next research question) are key components in the social construction of gender role beliefs. It is in this experience that women will exchange interactions with people in their immediate social structure and these exchanges result in the observations of inequalities and where expectations for the self are formed. (Wood et al, 2012) In this second dimension of gender structuring, women experience interactions that imprint gender order which then inform adult behaviour. (Scarborough et al, 2017) The data collected showed that most participant's personal experience of division of labour had low

levels of inequality in their own generational structure whilst they observed obvious inequalities in division of labour amongst their parents and extended family. While there were some participants for whom the inequality in division of labour existed in their experiences with siblings, most participants were confident that labour was divided equally amongst themselves and male siblings. Participants were of the view that gender stereotyping in division of labour was only experienced when observed in parents and when interacting with extended family. One participant said,

There was no real difference in division of labour because in our teenage years, we went off to school and we were not living at home. So we both had to learn how to look after ourselves and be responsible. When it came to being back home and especially for family events, there was a very definite division of labour, and that was in my extended family, very stereotyped, where as a girl I had to help with the cooking, cleaning and serving and my brother had to go be with the boys.

6.3.2 Unconscious gender stereotyping in division of labour

What was interesting to observe was the latent information that somewhat contradicted this assertion by most participants. Eprana et al (2015) argued that motivation to lead is pertinent to leadership role occupancy and Chan et al (2001) argued that the nature of leadership behaviour is multidimensional. The above observation is interesting in that all participants are women who occupy leadership roles and have achieved career success at different levels. It is interesting to note that that they do not recognise the inequalities they were subjected to. The following is an example of the above observation: One participant said,

I had a very different experience in the sense that regardless of your gender the roles and the responsibilities were shared.

She then added in answering the same question,

...there were certain roles that were still for the boys or for the girls, for example, we had pets and at the time we didn't have a Gardener, so my Dad used to do the garden, my Mom used to help and it was my brother's responsibility to pick up after the pets in the garden. So, that was never the girl's chore. But on the flip side, for example, like washing dishes, that was the girl's responsibility to do, not the guys...

Hernandez et al (2016) argued that an individual's desire for achievement, affiliation and influence over others is inspired by socialization around gender roles. Another interesting observation demonstrated from collected data is that one participant who expressed the view consistently that there was no inequality in division of labour, also mentioned that she was of the opinion that she developed very agentic attributes. In applying the literature to this data, the researcher deduces that it is possible for participants who to develop higher levels of power motivation for two observed reasons regarding gender roles. The one is that women experience latent inequality and develop high levels of power motivation with the desire to diminish the inequality experience. The second is that women experience low levels of inequality, which contributes to development of agentic attributes, and agentic attributes have been shown to be associated with high levels of power motivation and desire for leadership role occupancy. This is in support of the argument by Kirkpatrick et al (2015) who state that social gender experiences instill the need for greater authority, independence and influencing others, which are all features of power motivation.

6.3.3 Learned gender role

The data shows that participants were unaware of gender differences in how they learned about their own gendered roles. Wood et al (2012) argues that sexual division of labour creates messages for individuals about what they should be doing and what they cannot do. As women develop in their cognitive skills, they are able to form flexible connections of collaboration within their social structures. Scarborough et al (2017) notes that these interactions inscribe a gender order. Participants also equally said that the primary source

of learning about their role as a female in their family was from their mother. Given the above discussion around latent gender stereotyping, it is interesting to note that although participants felt that gender stereotyping was a natural order and there were expectations around the roles they played, they displayed flexibility in how they collaborated with members in their families with regards to roles. One participant said,

...my mom looks after my dad completely as in buying his clothes, do his ironing, cooking his food and that's she's always doing, she's always doing for my brother and I. but when it comes to my brother and I, we split up the tasks evenly. We would clean evenly, I don't really cook, I don't know how to cook, so my brother's quite a good cook so often he would be making us lunch while I was there, but my parents were quite happy for us to choose what we want to do and how it would work...

In support of Elprana et al (2015) who notes that men are perceived as good leaders and the division of labour and gender beliefs traditionally, support this notion. One participant mentioned that she had to manage perceptions in her gendered role. She said,

It was more about keeping up with the perceptions of what everyone expected of me as a girl and a woman. I learnt that I had to play my role as a nurturer and there was no space for ego as a woman. It was the pressure of my mum being known to be raising us right.

The researcher observes that while participants were of the view that they were not aware of gender differences in their learned roles. While some participants mentioned the attributes that were learned from the father, they did put forth an awareness of learning about their female roles from their mother.

6.3.4 Role-incongruity and power motivation

The data collected also demonstrated both contrast and support of Elprana et al (2015) argument that the perception of role-incongruity moderates leadership role occupancy for women. In support data collected from one participant showed that low levels of inequality in terms of division of labour, role-incongruity at her own level in division of labour with her brother and observed role-incongruity with regards to her father being more involved in nurturing behaviour in the family led to her developing more agentic attributes. This however does not have a positive impact for her career advancement or pursuit of leadership role occupancy as she reveals later in the interview. She instead felt disadvantaged by it based on how she was received in social structures as an adult.

My father was very good at that... it's created challenged within my relationships as a grown-up because people that I've inevitably ended up in relationships with didn't have that upbringing and then have certain expectations of me as a woman, like as a woman is supposed to do X, Y and Z. And I just don't deliver on that and I think that oftentimes I can—you know it must be quite emasculating for men ...yeah I don't want to say I behave like a man because I just behave the way I only know. It's just because men expect women to behave in a particular way and I don't fit that mould.

This participant later said that her ambition in terms of pursuing leadership role occupancy has changed and she has refocused her priorities.

In contrast to Elprana et al (2015), some participants' experience of role-incongruity inspired high levels of power motivation. Different environments and cultural experiences also played a role in how role-incongruent behaviour was perceived and how it contributed to gender role structure. One participant said,

I'd been in a white community and that family structure is completely different, like moms and dads are a completely different thing, they act completely different. So, I think I had the benefit of looking at how ... the two roles and coming up for myself how I should divide my gender roles, and I'm an Indian female, I can't cook, I'm not married and I'm in my thirties so I'm breaking the stereotype from that mould.

Role-incongruent behaviour appears to have had a positive impact with regards to levels of power motivation, where participants blended role experiences has rather instilled confidence and high levels of self-efficacy. Some participants experienced this blending of gender roles due to parents who encouraged it and others due to some form of defiance or rebellion.

6.3.5 Leadership roles within the family unit

Schuh et al (2018) assert that gender roles, as socially structured beliefs about attributes of men and women include a strong component of order. Participants experience of leadership roles within the family unit contribute to their experience of gender roles and the type of attributes that are cultivated, whether agentic or communal. Some of the data collected from a small number of participants supports this argument but data from the most participants neither supports nor rebuffs this notion as most participants were of the view that they never really had the opportunity to gather leadership experience due to their place in the family, that is, being a middle or younger child. Data from participants that support the assertions in the literature show that participants who were eldest children bared some form of leadership responsibility within the household. One participant said,

I suppose because I was the older one, I was expected to take care of things and be responsible. It was as though my father expected me to be exemplary, lead by example but he never acknowledged it openly or otherwise.

It is worthy to note that even though she was expected to assume leadership within the family structure, the leadership role was communal. It was to take care of things, which is more aligned to nurturing attributes.

Participants who did not have much leadership roles to report did however recall having assumed leadership responsibilities much later in the family environment. It is when participants had already developed the capability take on leadership accountabilities that they actually participated in the family from a leadership perspective. As one participant said,

I handle important things like the family's finance, you know, setting up retirement policies and XYZ and I think in general, even though I might not be the oldest in some of family groups that I'm in, I find myself as one of the responsible ones so I think I unconsciously assign myself a leadership role in whatever situation

6.3.6 Division of labour and pursuing leadership role occupancy

As mentioned previously in this chapter, the experience of traditional division of labour creates messages that are internalised by individuals. (Wood et al, 2012) The elasticity that women begin to experience within division of labour occurs as their cognitive skills advance. Carly et al (2007) noted that perceptions caused by experiences within division of labour increases negative reactions in women like fear and insecurity. Scarborough et al (2017) argued that the inscribed gender order manifests at the macro level, which when social interactions experienced are external, in the work environment and organisations. The data supports this somewhat as participants do not report negative reactions but rather their experiences differed in that that they were of the view that leadership pursuit was something they were conditioned for. Previous discussions show that participants did not experience obvious traditional division of labour, it was instead latent and that participants perceptions of division of labour was that there were high levels of equality.

This could be observed as a cause for positive perceptions about pursuing leadership. One participant said,

I think all of that has been influenced from where I come from so not having that gender stereotypes because I think's it allowed me to sort of see both points of view, for example from a male perspective or having that strong masculinity side where I know work needs to get done and I want to achieve it fast and I'm extremely ambitious in that sort of thing. But at the same time having that feminine side— I don't know for me I just feel like I balance masculinity and femininity well...

Not all participants developed their power motivation through being “conditioned” by equality in division of labour. Data from participants who experienced more obvious gender stereotyping in their experience of division of labour contrasts the literature, in that they did not experience negative self- perceptions either. Rather, their source of power motivation stemmed from the need for independence and the desire to be in a different situation in the future. One participant recalls,

I look back at my mum and here dependence on my dad and the fact that she doesn't work, it is something that I never wanted for myself, to be dependent on anyone. I wanted, even when I got married, to be in an equal partnership. It's something I never wanted, to be dependent on anyone because it is actually very disempowering. So that was something that motivated me to pursue leadership roles, the need to be empowered and independent.

6.3.7 Conclusion to findings on Research Question 2

Results indicate that division of labour within the family unit has an impact on how participants view inequalities and their sense of self. Most participants experienced stereotyped division of labour whether through observation in parents and extended

family or within their experience with siblings. For some participants, the experience of gender stereotyping was unconscious, meaning that they did not acknowledge it as having been part of their own experience of division of labour. These participants actually claimed that their experience was one of high levels of equality amongst themselves and siblings, however, revealed in the answers, that labour was in fact divided along the gender lines. Other participants experienced more obvious examples of gender stereotyping with division of labour. This ambiguity that participants have in their views influenced how they formed their own gendered identities. Participants all reported not being aware of any limitations regarding what they could or could not do.

All participants were of the view that both male and female parents had contributed to their gender identities. Although not clearly demonstrable in the research results, the ambiguity of participants views can be attributed to their ambition and power motivation to move beyond gender stereotypical limitations in career options. The findings also indicate that role – incongruity promotes confidence, self-efficacy and high levels of power motivation. While leadership roles were not experienced practically within the family unit for most participants, the appearance of leadership behaviour in early adulthood indicates that leadership attributes were being learned and refined throughout the family experience. Power motivation and desire to pursue leadership in career choices stemmed from two foundations. The first are participants who felt that they were deliberately conditioned for leadership in the experiences that they were exposed to and how they were encouraged by their immediate family. The second were participants who witnessed a diminished power condition and dependent circumstance of the mother, which led to increased desire for power motivation and pursuit of leadership in career choice. In both instances however the outcome was the same, the need for independence, achievement and success.

6.4 Discussion of results for Research Question 3

How is motivation for leadership role occupancy influenced by role models?

Research question 3 sought to understand and explore participants' experience of role models and how they may influence power motivation and the pursuit of leadership role occupancy. The question looks into the personal role model experiences of participants and how they believed their role models influenced them to pursue leadership role occupancy. Wood et al (2012) and Elprana et al (2015) assert that aspirational effects are raised by role modelling. Role modelling also contributes to building confidence and enhancing the self. Hoyt (2017) argued that role modeling, for women in particular, although it reinforces gender roles, it also inspires leadership self-efficacy.

6.4.1 Types of role models – gender

The data collected for this question supports the literature reviewed and demonstrates that role models have an aspiring and inspiring effect on participants. Most participants had both male and female role models and almost all were within the family or extended family unit.

6.4.2 Differences between role models by gender

Hernandez et al (2016) argues that the influence role models exert can increase the individuals' sense of belonging. Furthermore, individuals who develop a high level of power motivation seek out role models that are successful or perceived as successful in some aspect that is admired. The data supports this and shows that participants selection of role models provide specific value to them. Participants who had both male and female role models expressed the different ways in which they inspired them as follows:

Definitely my mother who despite her dependence was such a determined strong-minded person, who pushed me because she wanted better for me... My

grandmother was also a very strong personality and she was a single mother who had to stand up for herself...

This participant expressed the view that her father diminished her achievements and capabilities, and her role models appear to fulfil her need for developing determination to succeed and standing up for herself. This supports Hoyt's (2017) assertion mentioned earlier, that role models build confidence and assist in enhancing the self.

Another participant who identified her role models as her uncle and mother described how her uncle inspired her because he was very hard and achievement focused person while her mother was soft, encouraging and nurturing. Here we see how role modeling reinforces gender roles but also inspires leadership attributes. (Elprana et al, 2015) For some participants the literature contrasts data collected with regards to observation of female role models. As argued by Elprana et al (2015), Dasgupta et al (2001) and van Quaquebeke, et al (2010), female role models as especially influential when they demonstrate credible examples of leadership behaviours. Observing other women who are successful in leadership roles reduces the stereotype threat. However, female role models for some participants, particularly where the female role model was a stay at home mother, were influential for very different reasons. It was the desire for the participant to be unlike the role model and the encouragement for that desire received from the role model that made an impact.

In support of the argument by Hoyt (2017), some participants selected role models based on observance of identity-safe tasks. Hoyt (2017) argued that women are more likely to perceive gender stereotyping more objectively when identity-safe tasks are observed in role models. One participant spoke of her grandfather being a role model due to his community work and caring for other people, while her female role models were grandmothers and great aunts who were progressive for their time, and displayed very independent behaviour their time. These identity-safe tasks appeared to have altered her

perception of gender stereotyping in her own role, and she developed both agentic and communal attributes. Another participant pointed out that one of the aspects that she most admired about her role model, her dad, was that he had *“the amazing ability to be objective.”* She said, *“he likes using like a critical mindset so if it is ... so how I landed up not cooking...he didn’t perceive cooking as a good skill to have in order to succeed in life, but he also knew that it was necessary...where it wasn’t necessary he would give me the choice.”*

6.4.3 Role modelling and leadership role occupancy

Fitzsimmons et al (2017) observed that role models play an important role for women especially in the development of gender roles. Dworkin et al (2012) also note that for women, role models are important in contributing to encouragement, advice, mentorship and developing self-confidence. The mentoring and development of self-confidence aspect are particularly important in developing high levels of power motivation and pursuing leadership role occupancy. (Dworkin et al, 2012) In support of this, the data shows that participants attribute their leadership success and what they consider leadership attributes to the value they derived from their role models. Participants were also very aware of the different ways in which role models inspired them. One participant whose role models were her mother and Nelson Mandela said,

So they inspired me in different ways, I would say Nelson Mandela because he was very close to the ideals that I developed for justice, standing up for what’s right and helping others. This has often pushed me into leadership roles without me pursuing them. My mum inspired me to strive for better, independence and to empower myself.

Another participant spoke of the confidence and independence she developed because of her role models, which stood her in good stead when she went abroad to study.

received from each of their role models. For most participants, there was a mix of agentic and communal attributes that they developed as a result of being inspired by role models. The common view across all participants was that role models encouraged them, pushed them to achieve more and inspired them to want to do better.

6.4.4 Conclusion to findings on Research Question 3

The research findings indicate that role models play a significant role in inspiring power motivation and the aspiration for leadership role occupancy. The data shows that role models contribute to developing attributes that are beneficial for women pursuing leadership roles, like self-confidence and self-efficacy. Indications are that role modeling is also a gendered process in that women benefit from different gendered role models in different ways. Most women were of the view that their agentic attributes are curated from male role models while female role models develop communal attributes in participants.

Findings show that female role models need not necessarily be in leadership positions and highly successful in their careers to inspire high levels of power motivation. Most participants were of the view that while they would never diminish their stay at home mother's contribution to their development, the dependent nature of the situation drove them to pursue leadership role occupancy. Findings also indicate that role models who engage in identity-safe tasks, that is, tasks that not confined to gender stereotyping are more appealing to some participants. It was more prevalent amongst male role models, who displayed communal attributes and played a nurturing role in the participant's life with one participant including female role models who displayed attributes that are more agentic and engaged in non-gender stereotyped tasks. The research indicates that role models play a significant role in development of power motivation and the pursuit of leadership role occupancy; this is achieved in different ways for different women. For most women, their role models own power motivation, drive for achievement and attained success is the most significant driver.

6.5 Discussion of results for Research Question 4

How does accumulation of social capital influence leadership role occupancy for women?

Research question 4 sought to understand and explore how participants made use of social capital to advance their pursuit of leadership role occupancy. Social capital is a macro dimension structure of social structure, meaning that it comprises of social relations that occur externally to the individual's intrinsic and personal structures. (Scarborough et al, 2017) Three key benefits, sponsorship, superior access to information and social credentials, were identified in the use of social capital discussed in the literature review chapter of this study. (Seibert et al, 2001) (Andriani et al, 2016) The question investigates the participant's experiences of these three key benefits and the influence of social capital in their career advancement. Kwon et al (2014) argues that social capital is a product of social relations, which has particular features. Opportunities are created within the system and these social relations rely on those opportunities.

6.5.1 Social capital and career advancement

Adler et al (2002) note that social capital is a resource that consists of goodwill within a network in which a member is positioned. It is also influential for career success achievement. Broadbridge (2016) argues that opportunity structures within organisations is where career advancement takes place, and that these structures are informal. The data collected supports the arguments in the literature review and demonstrates that participants have benefited from social capital networks in their career advancement. The data showed that participants attributed credit to social capital networks for career advancement but in different capacities. Most participants were of the view that their social capital networks played a significant role in advancing their careers. One participant noted,

Networks are actually really important for career advancement, you don't advance if you don't have the right network. I have built up my network over a number of years.

Another said,

...they've been a very positive influence in my career. I think I've—they've opened doors and created opportunities for me and yeah, given me guidance, support

The literature notes that social capital is of benefit through influencing, access to opportunities and affinity or association, however some participants were of the view that their social capital networks role was more beneficial from a mentorship perspective. Mentorship, development and guidance are were mentioned by most participants, along with strong work ethic, views that it was hard work and their own pro-active initiative to be noticed that played a role in advancing their careers. One participant said,

My social network have played a massive role but more in my development which indirectly relates to my career advancement.

An interesting observation by the researcher notes that some participants seemed reluctant to want to acknowledge social capital as having played a bigger role in career advancement. Participants instead appeared to want to make it known that their own capabilities played a much bigger role. This observation is of interest because it aligns with some of the views expressed through the interview about women having to work harder than men to achieve the same success. While the literature reviewed shows that high levels of social capital should mean access to more opportunities and higher gains in terms of the returns on accumulated social capital, it appears that high levels of social

capital does not always result in the optimal realization of benefits, if social capital is not used effectively. (Baker, 2000) (Burt, 2005) (Broadbridge, 2016)

6.5.2 Social capital and the experience of sponsorship, superior access to information and social credentials

Sponsorship, superior access to information and social credentials were identified in the literature reviewed as key benefits of social capital. (Seibert et al, 2001) (Andriani et al, 2016) Sponsorship and the weight of “putting in a good word” and influence in decision making when it comes to advancing a career can be invaluable. Superior access to information provides women with key pieces of information about opportunities and environment, which enhances credibility. Finally, recognition or affinity, that is, being recognised as belonging to a social group and credibility by association, which enhances a women’s claim to access to resources and thereby elevates the quality of her social capital network. The data collected shows varied experiences with all three key benefits across participants. Participants were of the view that they had benefitted from sponsorship, however for some, their benefits did not all conform to the definition of sponsorship being a resource that is influential in a role offer decision. Similar to the above discussion, some participants were more of the view that the sponsorship benefit they received was in the form of development or mentorship. Participants identified sponsors as someone who took an interest in their careers due to the value they demonstrated. These sponsors then contributed to their development needs and provided guidance and mentorship to them with regards to career advancement. One participant recalled,

I had a very supportive direct manager but not a sponsor. So no sponsor in the organisation but I had key relationships with people outside of organisations that helped advance my career...

This participant brought up a subject that was not covered in the literature review and no other participant mentioned, but is noteworthy nonetheless. The participant mentioned that managing relationships within social networks, particularly with male resources is tricky due to the possibility of inappropriate behaviour.

Another participant described her manager as her sponsor in the following way,

He was able to help me to surpass self-doubt, he put me into a really senior position, He believed that it was really easily learned and he was willing to help me learn all of those things. He has empowered me to really create my own space, he's given me blank canvas to develop my own strategy and implement my own thoughts and opinions ... his vision for me is to be a strong leader in my field and he supports that 100% with access to resources, time, people, his time. He's really helped me grow...

One participant specifically mentioned that sponsors are different from mentors, in support of the literature on the sponsorship benefit of social capital. This participant recognised that sponsors are important for career advancement and changes in career paths. This participant said,

Sponsors are actually very important and they are different from mentors. Sponsors have the ability to advance your interests, some of the roles I have had would not have come to me if it wasn't for sponsorship from some very important and valuable parts of my network. I have had different sponsors over the years, they have all backed me in different ways to advance my career. Some major changes in my career have occurred because of sponsors.

Again, in contrast to the literature, some participants expressed their experiences of superior access to information differently. Superior access to information was considered

to be of the greatest value in assisting to navigate the environment. Participants felt that superior access to information advantaged them in understanding their structures in the organization, the political landscape of the organization and how they could navigate it better. Some participants mentioned the importance of institutional knowledge and the advantage that it gives them in adding more value to their current roles and indirectly assisting to pursue leadership role occupancy through giving them a competitive advantage when it came to applying for roles. One participant said,

I knew how the organisation worked and I knew how the market, the business was already being run so I think that gave me an advantage over maybe other people who were on the outside

Lin (2001) argued that social capital operates as resources that are embedded in networks, and that the members within these networks need to utilize their social capital by accessing resources and then exploiting the benefit. Participants appear to be underexploiting the capability or benefit of superior access to information, because their benefits could be improved to knowing what opportunities are available, who are the right people to approach about opportunities and how they can best position themselves to be successful in leadership role occupancy for available opportunities.

Social credentials is the third social capital benefit that is discussed in the literature and here the data collected shows that participants understand how their network resources contribute to their social credentials. Lin (2000) argued that social capital consists of subtle elements formed within the structure of relationships and it involves investments and returns. Social credentials are a return that women should ideally receive from investing time in maintaining their social capital resource relationships, and being selective about those relationships. The most prevalent concept in this data was resources who are respected and are at a high level within their organisations. One participant viewed social credentials as an organizational concept, rather than just an

individual resource concept. Her view was that the reputation of the entire organization where she is employed is just as important in creating positive social credentials from a social capital perspective. She said,

...it does actually play a significant role when it comes to your image when you are exposed to the larger corporate environment. Fortunately for me is that the employer that I was previously with was seen in a very positive light so naturally I received a very positive image.

The investment in social credentials can result in different types of returns, like the opportunity to expand the social capital network. One participant was of the view that maintaining relationships with social credentials assists her in expanding her network, especially because these are relationships she has maintained over time. As her resources have advanced in their own careers, and their social credentials have grown, her affinity with them has resulted in her own social credentials expanding. The participant said,

...people say it's difficult for them to attract new people around because you won't actually know because they want to be your friend or they like who you are as the title, right? So for me I think it's because I've known these people and built the trust up before they actually became important people. And now that they are important...

In contrast to the arguments presented in the literature, some participants were of the view that social credentials can have negative returns on investment. One participant recalled a period in her career when a group of her network resources limited her career growth. These network resources were highly respected and high level in her organization, and her affinity to them was well known. She recalled that because they did

not want her to leave her role, they limited her career growth. While they made it known they appreciated the value she added to her role, she did not get the support she needed to advance in her career and pursue the next level of leadership role occupancy. Another participant was also of the view that social credentials can result in a negative benefit when the perception of the network resource is a negative one. The literature argues that social credentials should create belonging and affinity, which we assume must be positive to of positive benefit within the social capital network. This participant again, brought up the theme of perceived inappropriate conduct, which is not covered by the literature in this study. Her view was that social credentials of a network resource who may be respected and at a high level in the organization but perceived negatively, results in her association being muddied by that perception. Her example was a network resource who is perceived as a “play boy” and some of her colleagues view her network relationship with this resource negatively.

6.5.3. Conclusion to findings on Research Question 4

The findings for research question 4 show that women are making use of their social capital resources to advance their careers. The benefits that most women experience different benefits in how resources are used for career advancement. Most women see social capital as playing a bigger role in mentorship, guidance and development rather than direct identification and referral for opportunities to pursue leadership role occupancy.

Social capital benefits are positioned in three specific aspects, which are sponsorship, superior access to information and social credentials. The research findings show that some woman have experience with sponsorship for role opportunities and understand the benefit of exploiting this opportunity. Indications are that women understand the sponsorship even though for some women, the sponsorship benefit is experienced more in the form of mentorship and development opportunities rather than actual role opportunities.

The research indicates that superior access to information is not only an aspect that most women do not fully understand, most women were of the view that superior access to information benefitted them more in navigating their environments and gathering institutional knowledge, which they feel gives them a competitive advantage in pursuing leadership role occupancy. T

The findings also indicate that women understand social credentials and the importance of associating with resources that are perceived as highly respected and successful. One participant expanded this view to include her organization as a network group with social credentials. There was an emerging view about social credentials, and that is the potential negative impact, which is very rooted in gendered experiences. The first view was that social credentials, especially of resources of the opposite sex can create negative perceptions for women with regards to the network relationship. There is a risk of the network relationship to be perceived as inappropriate. The second view was that strong social credentials, although contributes to group affinity and credibility, can also limit career advancement due to the influence of the network resource and the perceived crucial role the women plays in her organization of department.

Overall the research indicates that there are unexploited opportunities in social capital for women and social capital resources relations can be maintained in an improved way so as to contribute to advancement of leadership role occupancy.

6.6 Discussion of results for Research Question 5

How do networks influence the chances of successful leadership role occupancy for women?

Research question 5 sought to understand if women have network structures in their social capital networks and then to explore how participants made use of their networks to gain social capital benefits used to advance their pursuit of leadership role occupancy. The study explored two network structures, weak ties and structural holes, and investigated how both were used in terms of their specific benefits as presented in the literature. Lin (2017) argues that networks within social capital have two very distinct purposes: to add resources to social capital networks and to maintain those resources. The worthiness of social capital is highly dependent on the value of resources within social capital networks and potency of those networks.

6.6.1 Social capital weak ties and leadership role occupancy

Researchers have examined the concept of weak ties introduced by Granovetter (1973) and have argued that it is rooted in the concept of bridging, linking or associating with a resource or group of resources. (Liu et al, 2017) Further to that Lutter (2015) observes that the full benefit of weak ties requires that the network be diverse and resources to be scarce. Diverse and scarce resources create the opportunity of bridging between network resources to gain favour, expand and maintain the network.

Out of 9 participants, only 1 was of the view that they did not have weak ties in their social networks. In support of the literature, participants expressed the view that they had diversity in their weak tie networks, however the type of diversity varied across participants. The variations of diversity were across either industries, race or gender. Participants had a limitation of diversity in at least one of the three areas listed above.

Most participants with diversity across industries have moved roles across companies while participants who had limited diversity from an industry perspective, or where all weak ties were within their organisations, had been employed there for a number of years. All participants had diversity across race and some participants had limited diversity across gender.

In support of Lutter (2015) who argues that women experience disadvantage in network structures due to gender-homophilous networks. Lutter (2015) argues that women tend not to sponsor or champion each other, while men experience the opposite with other men. Choi (2018) on the other hand argued that women can benefit from gender-homophilous networks, provided the network relation is a close one. An interesting observation from one participant was the view that most of her weak ties are male because there are very few women operating at the level where they can be considered a scarce resource. She said,

“Gender by its men, men, men. Simply because there are very few women operating at that level. There is industry diversity and racial diversity.”

This participant does make mention of her view that women do not support each other in answering a different question, however this notion is applicable to weak ties and the gender of weak ties that women accumulate. This participant's view is carried across to others who describe their weak ties at very high levels as board directors and exco members, who are mostly male. One participant specifically mentioned weak ties that are women. This participant purposely seeks out female weak ties as her role deals with advancing women in leadership roles in her organization.

Lutter (2015) argued that women should be able to exploit their mentorship relationships to 'borrow' social capital, and since men are the majority decision makers in most organisations, women should be in a position to exploit their weak ties to benefit them in

pursuing leadership role occupancy. Most participants speak of weak ties as giving them the benefit of mentorship, guidance and support. In contrast to the literature, that, most participants feel they have strong access to mentorship, as it has been mentioned as a benefit in other types of network resources. Most participants were of the view that the mentoring relationship indirectly contributes to their career success. Two participants were of the view that they had no experience of weak ties assisting them in advancing their careers.

6.6.2 Social capital structural holes and leadership role occupancy

Argued by Hall et al (2018), Burt's (1998) structural holes approach in social capital is an important tool for women as this is where women are able to exploit their networks through brokering relationships between individual network resources or group network resources. The effective use of structural holes positions women in a place of power within their networks and creates advantage through placing them in the position to play the brokerage role. The data collected supports the literature from the study as it demonstrates that participants do have structural holes in their networks, and women do engage in brokerage action within the network.

Participants engage in brokerage action for different motives and outcomes. The first outcome that was noted in the data is opportunities. Participants play an active role in connecting resources for available opportunities. One participant said that she did this often and it assisted her to expand her social capital network as she gained new resources through this action. She said,

I have assisted with other's career progression by introducing them to opportunities and connecting them with the right people where that opportunity exists....it also helped me add new people to my network, like the hiring manager of that role.

This participant's example supports the assertion by Timberlake (2005) and Choi (2018) who note that gaps exist within a resource network, and women can take advantage of those gaps by gaining control over information and then brokering connections between unconnected resources.

Structural holes were viewed by some researchers as a tool that is used to manipulate resource networks, because it is perceived to only benefit the one brokering the relationships between resources. (Coleman, 1990) Coleman was of the view that that the open nature of structural holes networks puts it at risk for opportunistic behaviour by network resources. While that may be case for some, the data contrasts this argument to show that brokerage action results in benefits for network resources that are being connected. One participant was of the view that her brokerage action specifically benefits the network resources that she connects. She said,

I try to look for synergy and that means that I introduce resources to each other, who can be of benefit to each other in achieving their own goals and giving us the value we are looking for.

Brokerage action, depending on the broker, can benefit all parties, or just one, or just two. One participant said that she connected her resources through social events and allowed them to continue the connection if there was a benefit to be gained. Another participant also described her brokerage action as connecting one network resource with another where one or both can find benefit.

The data collected demonstrates that the use of brokerage action in structural holes, while results in some manner of benefit for the broker, does not achieve significant progress in advancing leadership role occupancy for women. According the literature, attributes that are more agentic would need to be employed in order for structural holes brokerage action to result in advancing leadership role occupancy. (Adler et al, 2002) Benchop (2009)

argued that women striving to be as successful as men in using their structural holes networks reinforces the hierarchical gender order, and networking then becomes an exuberant gendering process. However, women should be able to use their communal attributes and gain benefit in different ways. Most participants were of the view that brokering action in their structural holes networks creates benefit in building and maintaining their networks. At least 2 participants agreed that brokering action was a development area for them, and they could be exploiting this network structure in their social capital better. One participant said,

This is something I am still working on, even my husband says that I know so many people and have quite a large network but I don't really work the network, actively to my advantage. I need to work on that more.

An unforeseen benefit identified by one participant was that of development of leadership attributes. This participant said that having structural holes in her network was beneficial for a diversity of perspectives. She was of the view that her structural holes helped her to “*think differently as a leader.*”

6.6.3 Conclusion to findings on Research Question 5

The research findings indicate that while women have both weak ties and structural holes in their social capital networks, they are not highly effective in their usage of these networks to advance leadership role occupancy. To a large extent, women benefit from these networks in the following ways:

- Mentorship
- Building networks
- Maintaining networks

It is not completely clear why women do not make use of these closed and open networks to pursue leadership role occupancy. The trend demonstrated by the data collected for

other research questions shows that the above three benefits are consistent across women's use of social capital.

Indications are that women have weak ties in their social capital networks; most women do not understand how to exploit them to pursue leadership role occupancy. While it is acknowledged by most participants that they have some aspect of diversity in their weak ties, the limitations that most women experience in their weak ties are industry diversity and gender diversity. This may have some effect on how weak ties are used as women also indicated throughout the data collection process that they wanted to be recognised for their success through their work ethic, commitment and value add.

Although it is not clear from the data collected, women's communal attributes may play a role in the way that weak ties are used in their social networks. With structural holes in social capital networks, indications are that most women understand the use of structural holes and are benefiting from brokerage action within them. The main benefits of structural holes are being realized, which is to build and maintain networks. It is however inferred by the data that more can be done by women in how effectively structural holes are used to advance leadership role occupancy. Furthermore, what is clear from the research on both types of networks is that it is largely still a gendered process in which women are navigating their social capital networks from the position of communal attributes. Women do not necessarily need to adopt agentic attributes to improve their use of both types of networks, but may need to re-evaluate how they can leverage off their communal attributes to fully exploit their networks for increased returns.

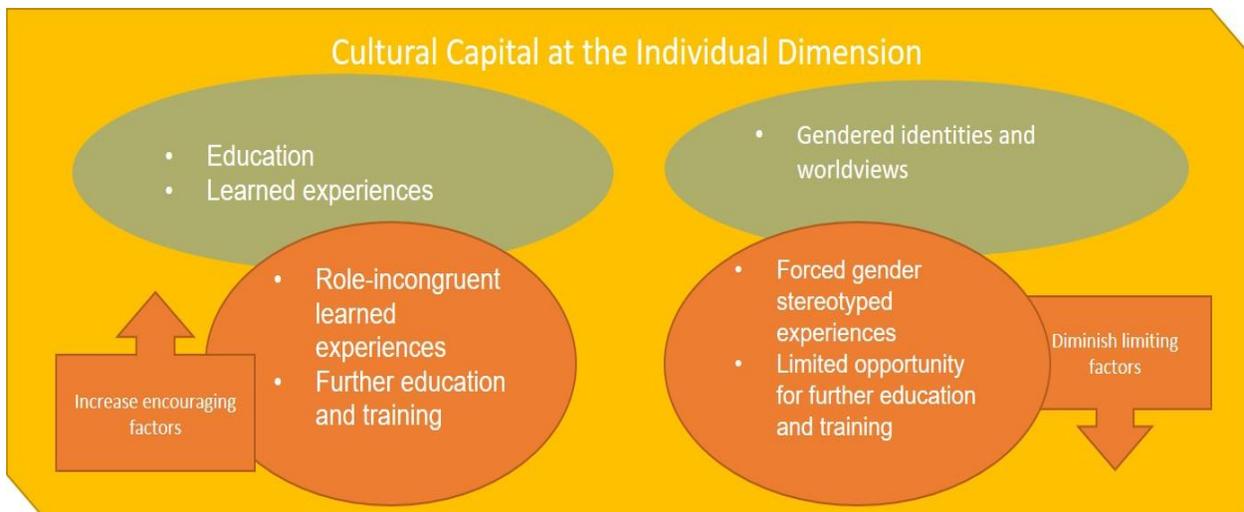
6.7 Conclusion of discussion of results

The results of the study indicate that while the influence of gendered structural processes is not always clear in terms of formulating a strong pattern of social processes, what is evident in data is that experience and observations of gender stereotyping in a number of aspects influences the accumulation of cultural capital,

power motivation and social capital. Those aspects have been identified in the figures below as factors that either encourage or inhibit the accumulation of cultural capital, power motivation and social capital. In addition these factors are significant for organisations in order for them to create and embed sustainable approaches to advance leadership role occupancy for women.

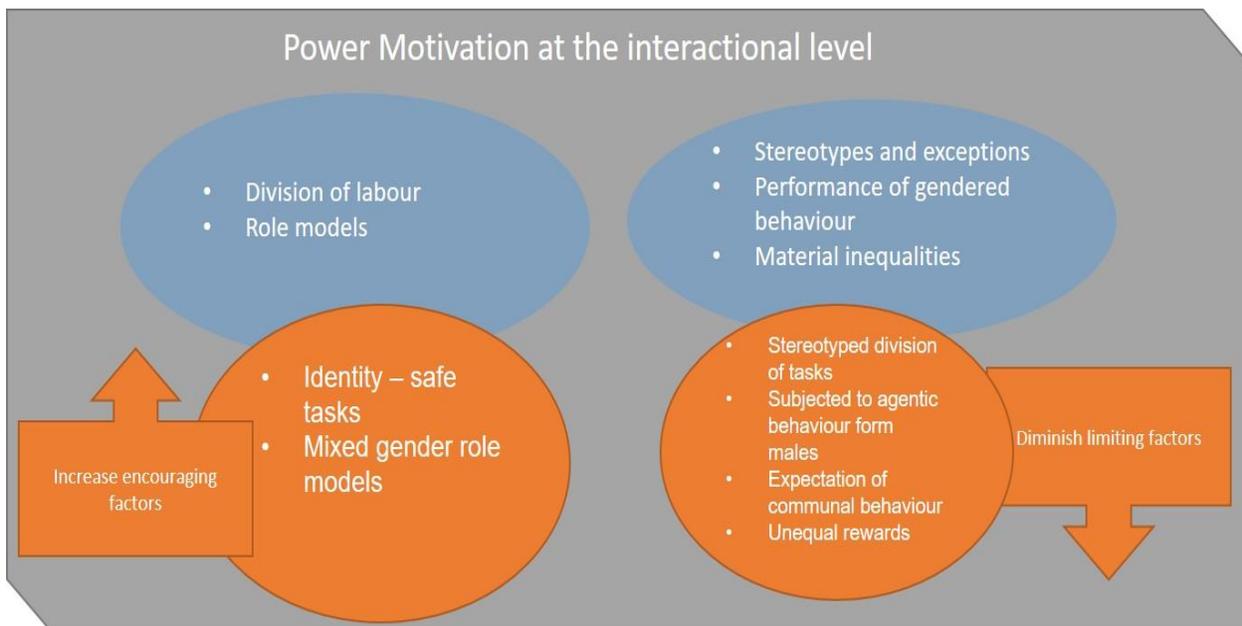
The following figure shows the factors that encourage or inhibit women in building or increasing their present levels of cultural capital. Recognition of these factors can assist women to increase their levels of cultural capital for pursuing leadership role occupancy.

Figure 9: Encouraging and inhibiting factors to increasing levels of cultural capital



The results indicate the factors that organisations can develop to contribute to increasing levels power motivation for women. The following figure shows the inhibiting factors and encouraging factors that have been identified from the data collected.

Figure 10: Factors that inhibit and encourage power motivation



In analysing the data, factors that encourage better use of social networks and factors that inhibit use of social networks have been identified. Organisations have an opportunity to play a role in developing encouraging factors through programmes and training and discouraging inhibiting factors through culture transformation.

Figure 11: Factors that encourage and inhibit effective use of social capital



What is clear from the results is the following:

Women accumulate the appropriate levels of cultural capital and are adequately encouraged to do so from formative years. Power motivation is also accumulated and driven by both observations and experience of inequality and the ambition for achieving success. Women accumulate social capital and some benefits are realised for advancing career success, however the material potential benefits of social capital are largely unrealised. In the following chapter, a model is proposed for organisations, to enable them to adopt and transform how they support women in the workplace to amplify the capitals they have accumulated and exploit opportunities to develop all three determinants to successfully pursue leadership role occupancy.

Chapter 7: Conclusion

7.1 Introduction

In the following chapter, a model for the advancement of pursuing leadership role occupancy for women is presented. The model is based on the insights gathered from interview participants discussed in Chapter 5 and Chapter 6. Based on these findings, recommendations are made for corporate organisations and then recommendations are discussed for future research on the research topic.

7.2 Synthesis of Research Findings

The research of this study pulls together foundational literature on the topic, as well as later research findings and assimilates the new data gathered through the interviews conducted for this research study. Participants in this study provided rich data and interesting insights that were diametrically linked to the research questions presented in Chapter 3, but also provided insights on emerging concepts.

The research findings presented in chapter 6 are mainly consistent with the existing body of literature reviewed for this study. Certain findings however, make a contribution to broader theory concerning the barriers that women face in career advancement and pursuit of leadership role occupancy. The first contribution is the relationship between gender-stereotyped attributes of leadership and social structural influence on attributes of leadership. Participants stated that they were encouraged to develop agentic attributes like assertiveness, ambition and dominance, which are traditionally ascribed to males. In addition, the findings show that characteristics that are considered to be a disadvantage to women, which are social values and attitudes that promote the wellbeing of others, can be used as an advantage to pursue leadership role occupancy.

The challenge for organisations regarding this finding is perception of leadership being strongly linked to agentic attributes, which then places women at a disadvantage. Recognition of the value of communal attributes to different leadership styles is an area that organisations need to develop. This need to form part of a tangible plan, which redefines leadership and incorporates different styles of leadership for the benefit of the organization.

The second contribution of the study relates to the relationship between the influence of observations of role-incongruity and power motivation for women. Women who experience role-incongruity benefit from the positive impact of high levels of self-efficacy and self-confidence. Organisations have an opportunity to promote role-incongruity in their hiring practices, meaning that hiring practices should pay attention to avoiding placing males in roles perceived to be agentic and female in roles that are perceived to be softer and more aligned to communal attributes. Women who observe role-incongruent behaviour are more likely to develop high levels of power motivation and thus more ambition for pursuing leadership role occupancy. Participants who observed role-incongruity in the social structure of the family appeared to have developed high levels of power motivation due to the accumulated self-confidence and self-efficacy. Organisations should therefore also be introducing learning experiences for both males and females where role-incongruity may be introduced.

The third contribution of the study is the influence of role models on pursuing leadership role occupancy. Participants attributed their leadership success and attributes they considered of value in a leadership role to the type of role models they observed. While the literature says that female role models are far more influential for women, participants were comfortable to derive this benefit from both male and female role models. Similar to contribution two, identity-safe tasks are key to the value that role models add. In the workplace, however, the opportunity lies in not just profiling successful candidates as role models but also training them on how to take on the function of being a role model, what are the types of behaviours and attributes that need

to be displayed and encouraged to advance women's pursuit of leadership role occupancy.

The fourth contribution of the research study is the way that social capital and social capital networks are used by women to advance leadership role occupancy. Social capital networks as argued by Broadbridge (2016) consists of opportunity structures within organisations and this is where career advancement takes place. Participants agreed that social capital benefitted their career advancement but most of the view that the benefit came in the form of mentorship and development. While mentorship and development are key components of advancing careers, social capital networks have far more opportunity for exploitation. The literature argues that while women appear to be disadvantage because full exploitation of social capital is more prevalent in men, women can gain more by building strong mentorship relationships and then borrowing social capital from those relationships. Women's communal attributes can play an important role in helping them bond relations in weak ties and broker relations in structural holes, if the social capital network is navigated slightly differently. However, it all starts with strong mentorship relationships. Organisations need to incorporate strong mentorship relations into their development and succession planning for women. Mentorship programmes should be formalised to ensure that they take place meeting minimum requirements and create real benefit for the mentee.

From this study, it is concluded that gender roles structures do have an influence on the cultural capital, power motivation and social capital as determinants of leadership role occupancy. Furthermore, since determinants of leadership role occupancy is rooted in social structural processes, they can be improved to enhance the pursuit of leadership role occupancy in women. Organisations have an opportunity to focus their efforts with deliberate commitment to advancing female in leadership positions, not just by promoting them, but also by contributing to sustainable career advancement ambition in all three dimensions of gender role structure, the individual, the interactional and macro level.

7.3 The model for the creating sustainable ambition for leadership role occupancy for women.

7.3.1 How the model was developed.

The model for this study was reflectively put together by incorporating Risman's three dimensions of gender structure (Scarborough, Risman, & Meola, 2017) with cultural capital, power motivation and social capital as determinants of leadership role occupancy and integrating the themes and constructs identified in Chapter 5, which were further explored in Chapter 6 of this report. The core of the model is based on the approach of social structural processes as the root of determinants of leadership role occupancy. The structural processes that have demonstrated to have yielded positive benefits for women in the development and accumulation of determinants, and how they have inhibited full exploitation of the determinants to successfully pursue leadership role occupancy. Figure 12 below illustrates the analysed and combined data.

7.3.2 Explanation of the model for use by management

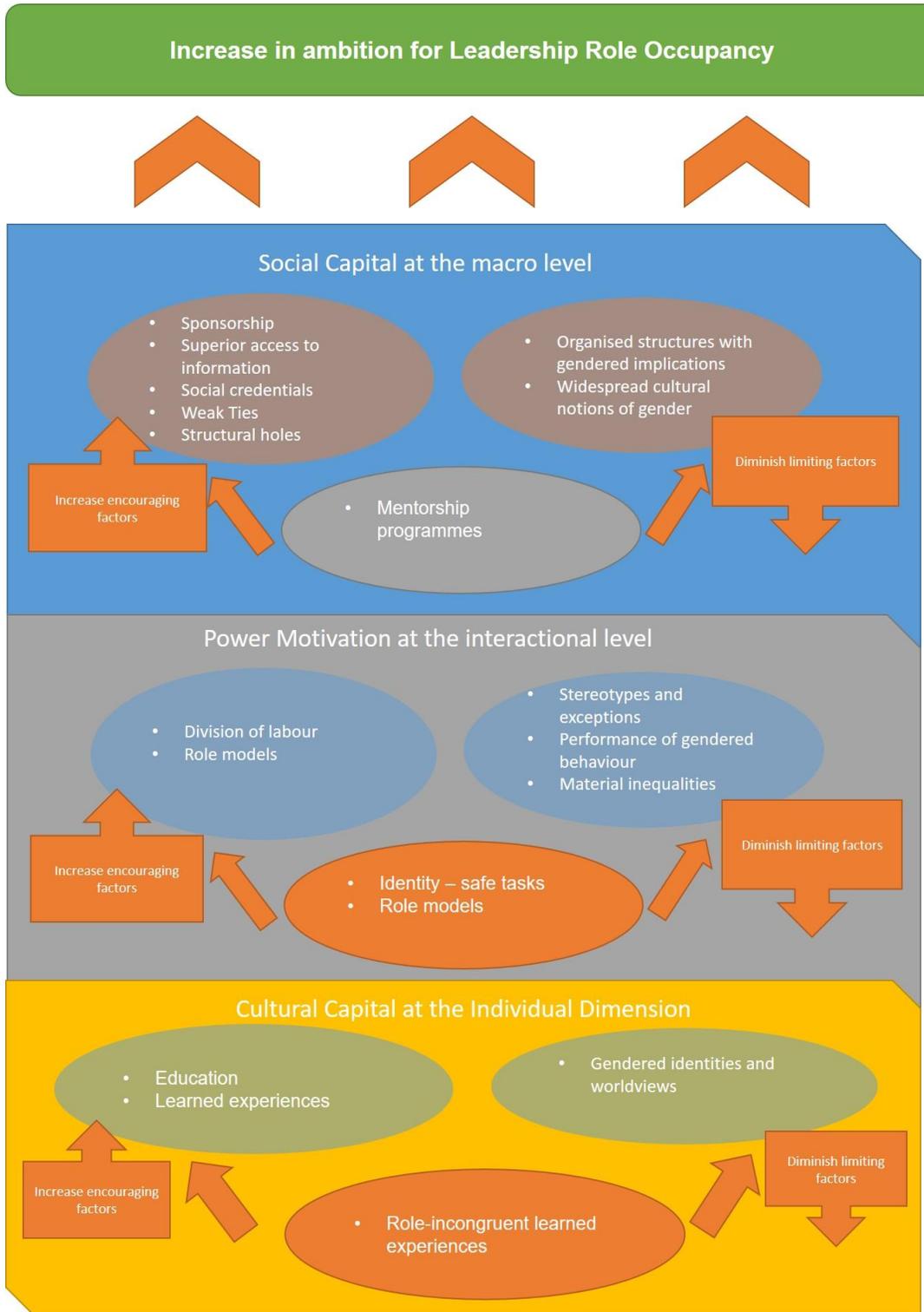
There are three key approaches that produce benefits towards increasing the ambition for leadership role occupancy for women. The three approaches are rooted in the three structural gendered dimension and three determinants for leadership role occupancy. The model was developed for organisations to encourage and enable increased ambition for pursuit of leadership role occupancy for women. Each approach in the model are considered to be appropriate and adequate for development in each dimension.

At the cultural capital level and individual dimension, opportunities for role-incongruent learned experiences have the potential to instill confidence and develop high levels of

self-efficacy. At the power motivation level and interactional dimension, it is involvement in identity-safe tasks, observation of identity-safe tasks and identifying key role models within the organization and capitalise on creating opportunities role model interactions. This has the potential to increase the objectivity with which gender stereotyping is viewed and to develop either agentic or communal attributes to work in synergy for successful leadership role occupancy. The third key approach is at the social capital level and macro dimension. Here organisation's, which are social structures within which social capital accumulation takes place, have the opportunity to introduce mentorship programmes which have the potential to result in key social capital benefits for women. As mentioned above, women gain returns on mentorship relationships from a social capital perspective when they are able to borrow social capital for benefit. Strong mentorship relationships create the opportunity for women to do this and also create the opportunity for further building and maintenance of existing social capital. There are also limiting factors that were identified as main aspects that organisations should work at diminishing.

Factors that diminish advancement of women to leadership roles operate in combination with the individual, social and organizational factors, this model suggests that all three dimensions and determinants be included to address advancing the pursuit of leadership role occupancy for women. Organisations are unable to influence gendered structural development from the formative years when cultural capital is accumulated, power motivation is developed and social capital is used, however, organisations do have the ability to contribute to influencing how those determinants can develop in the present. The aim of the model is to assist in developing a multi-faceted approach to enhance women's opportunity for success at pursuing and occupying leadership roles.

Figure 12: Model for creating sustainable ambition for leadership role occupancy for women



7.4 Recommendations for future research

The area of gender equality and career advancement for women has been researched widely. There is however, limited empirical evidence of the factors that influence the pursuit of leadership role occupancy for women. A key question noted in the literature was “Do women want to lead?” Understanding how women arrive at the determinants for leadership role occupancy and where the gaps are makes a significant contribution to further understanding of a component of the barriers women face in career advancement. The research study aimed to explore how social gender structure influences the determinants of leadership role occupancy for women and unearth insights on how the accumulation of the determinants influences career progression. The study also uncover the possible inhibiting factors that women experience in the ambition to lead.

Recommended areas for future research are presented below:

1. Research into the into women’s career progression mapped against the accumulation of determinants of leadership role occupancy could uncover richer insights and data that may offer in-depth understanding of the inhibiting factors that women face in career advancement.
2. There is need for research into how women effectively use cultural capital, power motivation and social capital to specifically advance careers. This research study uncovered a gap in the use of the three determinants, in that women mostly use their mentorship, development and guidance benefits but do not accumulate optimal benefits from their determinants.
3. An emerging theme that was not covered by the research questions in this study requires further investigation, that is, the role that sexualized behaviour plays in how effectively women are able to use their social capital networks.

4. Further research could be recommended to validate the model proposed in this research study to understand if organisations are able to make a positive impact on increasing the incidence of women pursuing leadership roles.
5. Cultural nuances may have an impact on the social structure of gender and how this influences the determinants of leadership role occupancy. South Africa is a very diverse country with a very particular history and the experience of women from different racial backgrounds may provide further understanding of how women experience inhibiting factors to pursuing leadership role occupancy.
6. Finally, a study into how women's ambition and power motivation for leadership impacts their personal fulfilment, that is, spouse, motherhood and children.

7.5 Research limitations

Limitations considered for this study were discussed in Chapter 4 of this report, however after conducting the research and analyzing data, further limitations were observed. The research is qualitative in nature and is therefore subjective which means that it is possible for the research to be influenced by a number of biases. The following limitations were identified for this research study: (Saunders et al, 2012)

- The sample selection was limited geographically. All participants interviewed were employed in global and multi-national organisations, however all were based in Johannesburg and Pretoria area.
- Availability of participants was a limitation in this study. Although the target number of participants was 12 and the researcher had anticipated at least 15 interviews, the final number of interviews conducted was 9. The number of interviews was sufficient to collect rich data for the study; however, a bigger sample group may have added increased depth to the data.

- Participants in this study represented five different sectors, and since in most sectors there was one participant representing the sector the study may have been exposed to implicit subjectivity.
- The researcher was not highly experienced or trained to conduct expert interviews, which may have obstructed the collection of data and interpretation of the results. The analysis presented in this study thus remains debatable due to the enquirer – dependent nature of the research. (Patton, 2002)

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Appendices

Email request for participation

Dear Madam

*I am conducting research for my MBA thesis on determinants of leadership role occupancy for women, and am trying to find out more about how motivation and the accumulation of cultural and social capital contributes to women's career success. Our interview is expected to last about an hour, and will help us understand how women can pursue career success in the current environment. **Your participation is voluntary and you can withdraw at any time without penalty.** All data will be reported without identifiers. If you have any concerns, please contact my supervisor or me. Our details are provided below.*

*Ksheka Singh
Ksheka.singh@za.ab-inbev.com
Phone: 082 921 7628*

*Anel Meintjies
anelrdsa@gmail.com
Phone: 0832830712*

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

The interview guide

The following principles must be considered in the interview process:

1. The interview technique must be carefully thought out so that finding out the relevant information (attitudes, cognitive influences, perceptions) from interviewees is achieved.
2. The interview process is not intended to change or influence the respondent.
3. The interviewer must be able to accept what the respondent says without making any judgements.

Conducting the interview

1. The interview should not come across as aggressive or threatening to the well-being of the respondent.
2. The respondent must understand the purpose of the interview and why he/she has been selected.
3. The respondent must understand, acknowledge and accept the method of recording the data for the interview (tape recorder, media recorder etc.)

Interviewer etiquette:

1. Be friendly, and moderately informal but professional at all times
2. Be an interested and attentive listener
3. Be neutral and show respect for the subject matter
4. Be alert to expressions, body language and gestures used by the respondent.
5. The interviewer's ease of mood and level of comfort can be passed onto the respondent
(Catane, 2000)

Note: The interviews are semi-structured and even though some questions are prepared, the researcher may present other questions to participants based on the information gathered during the interview.

Confidentiality: Please state prior to beginning interview:

This interview is being recorded for analysis purposes. Your personal details will be omitted from the analysis and research report, which means that your responses will be treated as anonymous. Do you consent to continue with the interview?

Interview

Please can you tell me a bit about yourself?

- Introduction
- Where did you grow up?
- Did you grow up in a traditional family or a differently structured family?
- What is your highest qualification?
- What was your ambition for your career when you were 15 years old?

Definition of key concepts

Cultural Capital refers to the accumulation of knowledge, behaviors, and skills that one can tap into to demonstrate one's cultural competence, in other words, learned experiences and education.

Power Motivation refers to the aspiration to occupy roles that fulfil the needs for achievement, affiliation and influence over others.

Social Capital refers to the network of resources with whom you have interpersonal relations, a shared sense of identity, understanding, shared norms, values, trust, cooperation, and reciprocity.

Weak ties refers to acquaintances in your network with whom you do not have close interpersonal relationships. Weak ties are valuable because they are scarce; for example, you may know the CEO of a large corporate, but not intimately. The fact that you know this person, who is a scarce resource, may be an advantage to you.

Structural holes refers to resources of groups of resources in your network that are not connected by any common characteristics. You have the advantage of bridging the gap between them and acting as a broker.

Leadership role occupancy refers to the desire to occupy a leadership role within your organization.

Interview questions

Cultural Capital

Research Question	Interview Questions
To what extent do your perceptions influence accumulation of cultural capital for leadership role occupancy?	<ol style="list-style-type: none"> 1. How did your family approach basic and further education and different learning experiences for you as a female 2. How did your family's approach to education and learning experiences shape your approach to pursuing leadership roles in your career?

Power Motivation

Research Question	Interview Questions
How is motivation for leadership role occupancy influenced by traditional gender role beliefs?	<ol style="list-style-type: none"> 1. What is your experience of gender roles concerning division of labour in your family? 2. How did you learn about your role as a girl or woman in your family, community and social circle? 3. What kind of leadership roles were you assigned in the family unit? 4. How did the division of labour, your gendered role experiences and leadership experiences influence or motivate you in your leadership role occupancy today? <p>NOTE: Question 4 should be phrased in alignment with the participant's answers to questions 1, 2 and 3. That is, relate it back to examples that the participant uses.</p>
How is motivation for leadership role occupancy influenced by role models?	<ol style="list-style-type: none"> 1. Who were your role models who inspired leadership in you, from either your family unit, church, community or social circles? 2. Was there a difference in the your role models with regards to gender and how you were motivated? 3. How did they inspire you to pursue leadership?

	NOTE: Question 1 refers to Church, which needs to be altered to suite to participant, that is, Mosque, Temple, Schul etc.
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Social Capital

Research Question	Interview Questions
How does accumulation of social capital influence leadership role occupancy for women?	<ol style="list-style-type: none"> 1. How has your social capital network been a positive influence in your career advancement? 2. Can you describe your experiences with sponsorship within your social network in your career success? 3. Can you describe your experiences where you had superior access to information within your network, which may have assisted in your career success? 4. Can you describe how your network contributes to your social credentials, which may have assisted in your career success?
<p>How do networks influence the chances of successful leadership role occupancy for women? (Weak ties and Structural holes)</p> <p><u>Weak ties</u></p>	<ol style="list-style-type: none"> 1. Do you have any weak ties in your network? 2. How diverse are your weak ties? 3. Have your weak ties ever been an advantage to you in your network? 4. Have your weak ties assisted you in pursuing leadership role occupancy? <p>NOTE: Diversity in weak ties refers to either different industries, genders or sectors.</p>
<u>Structural Holes</u>	<ol style="list-style-type: none"> 5. Does your network have structural holes? 6. Can you describe how you have brokered relationships between your network groups that have structural holes? 7. How did this brokerage action advance your leadership role occupancy?

Ethical clearance

17 August 2018

Singh Ksheka

Dear Ksheka

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

List of codes from data analysis

	Participant 1		Participant 2
	Senior Manager		Executive Manager
	Investment Banking		Mining Sector
1	Mixed gender siblings	1	Traditional family
2	Traditional family	2	Father's influence
3	Post Graduate professional Qualification	3	Traditional gender roles
4	Dad role model	4	Mother dependent
5	Education a priority	5	Mother inspiring
6	Parents uneducated	6	Stay at home mum
7	Educated extended family	7	Career ambition versus realised ambition
8	Mum stay at home	8	Post graduate professional qualification
9	Leadership expected	9	Parents uneducated
10	Dad community leader	10	Encouragement from mother
11	leadership natural	11	father expectations not high
12	Stereotyped roles	12	Leadership roles came naturally
13	Natural order	13	Confidence
14	Gender stereotyped roles	14	Self-efficacy
15	Gender stereotyped the norm	15	No ambition for leadership
16	Boys club	16	Leadership happened naturally
17	Unconscious gender bias	17	Influence over others
18	Slow change in gender transformation	18	Value system
19	Taking charge	19	Treated differently based on gender
20	Achievement based allocation of leadership role	20	Awareness of gender difference
21	Self-efficacy	21	Equal in terms of provisions
22	Self empowerment	22	Symbolic demonstration of gender difference
23	Dependence disempowers	23	Domestic chores divided by gender
24	Equal partnership	24	Unaware of difference in gender roles
25	empowerment and independence	25	Natural order
26	gendered role models fulfil different roles	26	Leadership due to being older
27	Dad as a role model	27	Never assigned leadership but naturally assigned
28	Inspired by dependent situation of mother	28	Expectation from parents to lead by example
29	Aspirant ambition	29	Never pursued leadership
30	Money as aspirant	30	Naturally assigned leadership
31	No difference in perception of what boys and girls could do	31	Strong work ethic

32	Naivety	32	Always do more
33	Awareness of gender bias and stereotypes later in life	33	Determination
34	Leadership is natural	34	Empowered
35	Desire for leadership shaped by environment	35	Influence from friends different experiences
36	Inspirational women who are powerful inspire leadership	36	Mother dependent but not disempowered
37	Networks are important for career advancement	37	Strong female inspiration
38	Networks take time to build	38	Male role model not interpersonal
39	Sponsors are important	39	Value system based inspiration
40	Sponsors are different from mentors	40	Inspired by lack of expectation from father
41	Different types of sponsors	41	Inspired by dependent situation of mother
42	Major career shifts due to sponsors	42	Mentorship
43	Networks crucial	43	Self development
44	Knowledge	44	Network crucial for career advancement
45	experience	45	Development
46	Information is critical to advance in career	46	Exposure
47	Respected professionals	47	Opportunities
48	Association	48	Identify opportunities
49	Current network helps expand network	49	Guidance
50	Network Diversity	50	Respected
51	Yes I do have weak ties	51	Yes I have weak ties
52	Diversity in weak ties	52	Gender diversity of weak ties
53	Base organisation is the source of weak ties	53	Base organisation source of weak ties
54	Diversity of weak ties sources	54	Weak ties support
55	Indirect weak tie advantage	55	Weak ties accessible
56	Mentorship	56	Weak ties as motivators
57	Unaware of the strength of advantage	57	Weak ties contribute to development
58	yes I do have structural holes	58	Yes I have structural holes
59	Connecting opportunities	59	Connect resources
60	Introductions	60	Mutual benefit
61	Brokerage action	61	Brokerage for self advantage is a gap
62	Network maintenance		
63	Building relationships		
64	Expanding networks		

	Participant 3		Participant 4
	Senior Manager		Executive Manager
	Legal Sector		FMCG
1	One parent household	1	Moved around a lot
2	Maternal household	2	Traditional family
3	Career ambition versus realised ambition	3	Mixed gender siblings
4	Obligation	4	Post Graduate Masters Degree
5	Mixed gender siblings	5	Career ambition versus realised ambition
6	Encouragement	6	No difference in gender experience
7	Educated family	7	expectations for both siblings the same
8	Opportunities	8	High expectations from parents
9	Education was important	9	Diversity in geographic habitat
10	Mothers support	10	easily adapt to change
11	Tailored support regarding gender and personalities	11	Mixed race experience
12	Independent	12	Gendered role division not obvious
13	Pressure	13	Liberal upbringing
14	Role model	14	Parents were primary source of learned female identity
15	Self motivation	15	Self empowerment
16	Self efficacy	16	Fight for attention
17	No difference in division of labour	17	Taught work ethic by father
18	School away from home	18	Taught multiple responsibility by mother
19	Stereotyped gender roles in extended family	19	Mother as role model
20	Keeping up perceptions	20	Father as role model
21	Expectations	21	Agentic motivation from father
22	Nurturer Role	22	Nurturing motivation from mother
23	No leadership role opportunity	23	Encouragement
24	Youngest	24	Independence
25	Independence	25	Self-efficacy
26	Men advantaged	26	Confidence
27	Women must put in extra	27	Network became friends
28	Women must be more	28	Met husband through work
29	Woman start in unequal footing	29	Network maintenance
30	Motivation	30	Very little awareness of sponsorship
31	Experience and observation	31	Learning
32	Perceptions	32	Opportunities
33	Inspiration for leadership	33	Trust
34	Influence change	34	Strong Network
35	Uncle as role model	35	Not aware of social credentials
36	Very educated role model	36	Yes I have weak ties
37	Self made man	37	Weak ties create opportunity

38	achievement focused	38	Weak ties support growth
39	Value system	39	Cross functional diversity in weak ties
40	Natural progression	40	Gender diversity in weak ties
41	Do better	41	Base organisation is source of weak ties
42	Motivate others	42	Boys club
43	Inspired to be a role model	43	Weak tie sponsorship
44	Large network	44	Network of outsiders
45	Structural Holes	45	Experience in brokerage
46	Diversity	46	Brokerage between old and new resources
47	Benefits	47	Benefit for both
48	Different perspectives	48	Active participant in brokerage
49	Referred for role		
50	Sponsorship strong referral		
51	No extensive sponsorship		
52	Information helps maintenance of network		
53	advantage as holder of information		
54	Information is valuable		
55	Do not mix resources		
56	Development		
57	Not many weak ties		
58	Few Weak ties		
59	Gender diversity in weak ties		
60	No industry diversity in weak ties		
61	No known advantage in weak ties		
62	No known career advancement due to weak ties		
63	Yes I do have structural holes		
64	No Interconnection		
65	Diversity in network		
66	brokerage only for opportunities		
67	No brokerage action		

	Participant 5		Participant 6
	Senior Manager		Executive Manager
	Investment Banking		Insurance Sector
1	Traditional Family	1	Traditional Family
2	Community diversity	2	Career ambition versus realised ambition
3	Media influence	3	Career ambition influenced by family
4	Unrealistic career ambition	4	Post graduate professional qualifications
5	Parents support	5	Parents uneducated
6	Dad influence career	6	Parents full financial support for education pursuit
7	Stay at home mum	7	Parents placed high regard in higher education
8	Remuneration as inspiration	8	High expectations for females in extended family
9	Post graduate masters degree	9	Expectations from brother unequal
10	Time management	10	Leadership expectations
11	Correspondance study	11	Leadership a pre-determined expectation
12	Father sole breadwinner	12	Conditioned for leadership
13	Father life experience superior	13	Gender stereotyped role in extended family
14	Mixed gender siblings	14	Gender stereotyped role in with parents
15	Women must do better than men to be equal	15	Equal division of labour between participant and brother
16	Same support and motivation for education for siblings	16	Different environment experience
17	Females progressed academically	17	Different cultural experience
18	Brother did not progress academically	18	Role shaped by diverse experiences
19	Parents encouraged academic achievement	19	Aware of difference in gender roles in extended family
20	Strong work ethic	20	Leadership because of being older
21	Be noticed	21	Naturally assumed leadership role and it is now expected
22	Gender stereotyped roles	22	Trust
23	Mixed roles for family interest	23	Unconscious leadership
24	Older sister rebel	24	Unaware of gendered role difference in work environment
25	Older sister liberal	25	Confident
26	Older sister challenged gender norms	26	Self-efficacy
27	Gender stereotypes perpetuated by parents	27	Father as role model
28	Mother as role model	28	Family successful business people as role models
29	Sister as role model	29	Grandmother as role model
30	Defiance of gender norms	30	Father ability to be gender objective
31	Limited experience with leadership in family structure	31	father successful businessman

32	Conservative parents	32	Self empowerment
33	Motivate	33	Achievement focused
34	Reinforcement	34	Inspired by the success of others
35	Achievement focused	35	Value system
36	Father as role model	36	Learning
37	Sister aspired leadership	37	Development
38	Father motivated leadership	38	Mentorship
39	Father agentic role model type	39	Role model
40	Sister nurturing role model type	40	Opportunities
41	Father pushed for more achievement	41	Guidance
42	Sister shares the journey of leadership	42	Intelligence to navigate environment
43	Network advantage in the form of referral	43	Successful
44	Self -efficacy	44	Influential
45	Sponsorship through own initiative	45	Yes I do have weak ties
46	Male sponsors	46	Industry diversity
47	Positive perception	47	Superior access to information
48	Respected	48	Connect resources
49	Reputation	49	Mutual benefits
50	Yes I do have weak ties	50	Brokerage for network maintenace
51	Industry diversity in weak ties		
52	No gender diversity in weak ties		
53	Male weak ties		
54	Needs basis for use of weak ties		
55	No known advantage to career from weak ties		
56	I do have structural holes		
57	Resources grouped according to geo location		
58	Industry diversity in structural holes		
59	Social events to manage and maintain structural holes		
60	Perspectives		
61	Thinking differently		

	Participant 7		Participant 8
	Executive Manager		Senior Manager
	Telecoms Sector		Media Sector
1	Traditional family unit	1	Traditional family unit
2	Non - traditional family culture	2	Privileged
3	Close communal community	3	Mixed gender siblings
4	Both parents working	4	Post graduate qualification
5	Very involved father	5	Parents educated
6	Exposed to different experiences	6	Expectations for basic and higher education
7	Exposed to politics of the time	7	Liberal mother
8	Activism	8	Unrealised ambition
9	Liberalism	9	No awareness of gender limitations
10	Post graduate professional qualification	10	Stay at home mother
11	Parents educated	11	Less opportunities for women back then
12	Education a high priority	12	Not hugely ambitious
13	Tertiary education aspirational	13	Good education essential for success
14	No distinction between gender role and opportunities	14	Women should be a bit more aggressive
15	Father very involved	15	Strong work ethic
16	Conditioned or leadership	16	Hard work
17	Encouraged	17	Mother traditional family role
18	Independent	18	No awareness of gender limitations
19	Achievement focused	19	Gender stereotyped division of labour with parents
20	Father encouraged equality in gender roles	20	Involved in chores with father
21	Mother stereotyped approach to gender roles	21	Pro equality
22	Youngest sibling	22	School instilled gender roles
23	Brother older and had more freedom	23	Obvious gender differences
24	Leadership roles appeared more in adulthood	24	Always had responsibility
25	Responsible	25	Accountable for things in the family
26	Perceived as aggressive	26	Eldest child automatic responsibility
27	Perceived with agentic attributes	27	general leadership role naturally
28	Expectations for women	28	Natural leader
29	Glass ceiling	29	Leadership personality
30	Learned experiences disadvantage	30	Teachers as role models
31	Independence a disadvantage	31	Family friend as role model
32	Father as role model	32	Strong female boss as role model
33	Mother as role model	33	Information and knowledge
34	Grandfather as role model	34	should be difference
35	Grandmother as role model	35	Women and men should be different
36	Community leadership	36	Women feminine but strong
37	Grandfather did a lot of community work	37	Thoughtful leadership
38	Grandmother showed independence	38	Social capital positive

39	Non-traditional roles	39	Global experience
40	Religion	40	Network essential for role success
41	Anglican influence	41	Friend sponsor
42	Inspired achievement focus	42	Career change because of sponsor
43	Shift in perception of what success is	43	Never interviewed for role
44	Cancer	44	Access to people rather than information
45	Changed priorities	45	Advantage for opportunities
46	Positive influence	46	Institutional knowledge
47	Opportunities	47	Network qualifies access to information
48	Access	48	Expanding network
49	Mentorship	49	Father social credentials
50	Not aware of sponsors	50	Respected
51	Mentorship role	51	Yes I have weak ties
52	Development role	52	Diversity in weak ties
53	Lots of access to information	53	Gender diversity
54	Advantage for opportunities	54	Racial diversity
55	Institutional knowledge	55	Industry diversity
56	Positive and negative social credentials	56	Hesitant to use weak ties
57	Interpersonal connection with resources	57	Weak ties advantage for husband
58	Perceptions	58	Yes I have structural holes
59	Yes I have weak ties	59	Not connecting resources
60	No gender diversity	60	Family and motherhood changed perspective
61	Weak ties are male		
62	Industry diversity		
63	Racial Diversity		
64	Limited advantage of weak ties		
65	Guidance		
66	Yes I have structural holes		
67	Connecting people		
68	Benefits		
69	Development area for brokerage to be an advantage		
70	Network expansion		
71	Network maintenance		
72	Possible future advantage		

	Participant 9
	Executive Manager
	Financial Sector
1	Traditional family unit
2	Younger sister
3	Post graduate professional qualification
4	Both parents working
5	Very traditional family
6	Matriarchs
7	Parents placed high regard in higher education
8	High expectations for females in extended family
9	Parents invested in education
10	Leadership opportunities because of good education
11	More understanding of leadership now
12	No awareness of gender stereotyped roles
13	Parents did not have gender stereotyped roles
14	Father very involved
15	Conditioned on leadership
16	Achievement focused
17	Different cultural experience
18	Role shaped by diverse experiences
19	Leadership because of being older
20	Agentic motivation from father
21	Nurturing motivation from mother
22	Liberal parents
23	Enabling environment
24	Grandmothers role models
25	Mother as role model
26	Media influence
27	Independence
28	Self-efficacy
29	Confidence
30	Strong work ethic
31	Always do more
32	Determination
33	Empowered
34	Learning
35	Opportunities
36	Strong Network
37	Positive influence
38	Opportunities

39	Access
40	Mentorship
41	Sponsorship through own initiative
42	Male sponsors
43	Institutional knowledge
44	Own initiative to find information
45	Information creates advantage
46	Trust
47	Build relationships for social credentials
48	Yes I have weak ties
49	Weak ties create opportunity
50	Weak ties support growth
51	Diversity of weak ties sources
52	Indirect weak tie advantage
53	Mentorship
54	yes I do have structural holes
55	Connecting opportunities
56	Introductions
57	Brokerage action
58	Network maintenance
59	Building relationships
60	Expanding networks