



**Exploring how female leaders lead a culturally diverse workforce in
the South African mining industry**

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ABSTRACT

In the past, leadership in nearly all industries was dominated by males, based upon the belief that women should be caregivers, wives and mothers. While perceptions and laws have changed, striving for gender equality, many men uphold the discriminatory and socially-influenced beliefs in the workplace. This results in stereotyping of and challenges for women in the male-dominated mining industry. Cultural diversity of different values, beliefs and attitudes tends to lead to prejudices and incorrect perceptions.

The present explorative qualitative study, conducted to identify the traits female leaders used to lead diverse teams, was based on the Social Identity Theory, according to which these leaders are the out-group. The results showed that in a male-dominated environment, female leaders were not always taken seriously, respected or accepted, but they fared best if they adopted their own authentic leadership style, relying on their excellent communication skills and caring attitude, and did not try to copy the more aggressive, autocratic style used by the male leaders.

This qualitative research cannot be generalised. It is content-specific and limited by its small sample size.

KEY WORDS

Female leadership, cultural diversity, leadership, male-dominated

DECLARATION

I declare that this research project 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 in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Kelebone Mofokeng

01 November 2022

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ACRONYMS AND ABBREVIATIONS

SA	South Africa
GDP	Gross Domestic Product
CEO	Chief Executive Officer
CFO	Chief Financial Officer

CHAPTER 1: INTRODUCTION AND RESEARCH PROBLEM

1.1 Introduction

When examining the role of women in South Africa's society, then the socio-political historical context has to be taken into consideration, as it plays a role in their lives as leaders. Women's roles in South Africa had already changed from a traditional way of life to one of subservience during South Africa's years under the colonial rule of the Dutch and the British Empire. These oppressive years were followed by the apartheid era, when a White government continued to segregate and separate the country's population groups, giving White males the supreme powers not only in government, but also in the broader society, and oppressed the Black population (Carrim & Nkomo, 2016). During the apartheid era, women's voices were silenced and they were placed in subservient roles, as society was strongly patriarchal. Women were either obedient daughters, raised to become good mothers and wives, or they were tolerated to work in the lower echelons of the business and factory environment, as long as the father or husband gave them the permission to go to work. The racial separation along the political, social and economic boundaries controlled the lives of South Africans and resulted in the separation between the various racial and economic groups of people (Carrim & Nkomo, 2016).

As the patriarchal society defined what girls and women were allowed to do, they were raised to remain largely passive women, and this played a major role in who they became. As they very seldom took on any leadership roles in their homes, it was a major challenge for women to become accepted in more senior positions at the workplace. Any intentions to rise to managerial positions were met by a "glass ceiling", where mostly white men during the apartheid era tried to block access for women to be accepted in any senior leadership roles. Women held more passive roles, which were linked to their cultural and gendered roles (Carrim & Nkomo, 2016). In recent years more women rose to management positions, and into roles which were considered "soft" positions such as cleaning, secretarial and Human Resources (Kaggwa, 2020). The excuse used by men on why women could or should not hold senior positions was always based on women's traditional roles e.g.; as mothers and wives, and women not being able to commit 100% to a career. However, as more women chose a career over their sole traditional role, or learned to combine both very effectively, South Africa (SA) experienced a slow change to more women rising to top positions. While it had been challenging for White women to be accepted as leaders, it was even more challenging for Black women, who had been forced into extremely subservient roles during the colonial and the apartheid eras, and they had not been granted the top quality education or experience

needed to be able to move into senior management positions. Thus, the ability to achieve capable and effective management was classified in SA according to race and gender. This placed women at a severe disadvantage, caused by the pre-democratic constraints imposed on them and the prejudices and biases that continued to be imposed on them even after 1994 (Carrim & Nkomo, 2016). Despite legislation that aimed to achieve gender equality, there are still many sectors that lag behind and do not yet provide equal leadership position access to women.

1.2 Research Problem

The South African mining industry contributed 8.4% to South Africa's gross domestic product (GDP) in 2020, which was a significant contribution to the country's economic growth (Marabwa, 2021). The mining industry employs over 451,427 people (Statista, n.d), with a workforce made up of culturally diverse teams from across Africa (Africa, 24 August 2021).

On a global scale, the mining industry is characterised by female over-representation in non-technical and non-leadership roles such as cleaning, administrative and support positions (Kaggwa, 2020). The under-representation of women in leadership roles in the mining industry is a result of various factors, among them the industry's masculine culture (Botha, 2017), low growth opportunities for females, and women being overlooked or marginalised regarding any promotions to senior positions (Kansake et al., 2021). Therefore, female representation in the South African mining industry's leadership positions is very low at only 12-19% (Marabwa, 2021), and overall, women make up only 12% of the total mining sector's workforce (Resources, 23 February 2022). The current targets, as regulated by the Mining Charter for the mining sector in terms of the employment equity, and which must be reached within five years, are a 50% representation at Board and executive level for historically disadvantaged individuals, with 20% thereof having to be women (Mabaso, 5 August 2021).

A male-dominated industry refers to a workplace that is characterised by a small percentage of women being employed compared to men, and one where males hold most of the power and influence. These are industries that are controlled, managed and strategically led by male leadership ever since the industries were established (Campuzano, 2019). These industries are also characterised strongly by male-centred traits such as higher levels of aggression and competitiveness (Campuzano, 2019). The mode of operation and preference in these industries tend to be a learned production process between the leaders and the employees (Campuzano, 2019) as per the established ways of work.

The leadership in the mining industry has over the many decades of its existence been dominated by men. As a result, male employees have been groomed for their future roles in the sector, and been in a position to develop the solid leadership methods and traits that have been applied by the male leaders in leading teams. The emergence of a female leader in the industry has been gradual, despite the Mining Charter and the laws that were promulgated to achieve gender equality. Female leaders tend to have very different leadership styles, which presented the industry with a challenge, as such styles were very different to what the industry had come to know. Unlike men, female leaders were assumed to be more compassionate than men, because of the gender roles they fulfilled so far in their homes, in their communities and the broader society, as well as the socialisation they experienced. Women were known to be more compassionate, empathetic and having a stronger focus on relationships and people than did males (Gardiner & Tiggemann, 1999). Women had also been noted to be more accommodating and communal in their leadership styles (Campuzano, 2019).

The increased presence of women in the male-dominated mining industry can be attributed to a number of factors; the fact that women are entering tertiary education in greater numbers, mainly in all the technical and science fields, resulting in an influx of qualified women into industry; decision-makers identifying the certified competence in these women; and the industry's desire to drive for diversity and inclusion. The Mining Charter states that female representation in the mining industry needs to improve in order for gender equality to be reached as soon as possible, while also affording women the opportunity to provide for their families through the mining sector (Mabaso, 5 August 2021). The absence of female leaders in male-dominated industries in the former years led to the absence of a clearly defined, tested and proven, female-determined set of leadership traits or the essential skills for women to apply in leading the culturally diverse workforce that is mostly still male. This is a difficult starting point for female leaders who need to establish their credibility, capacity and convincing effectiveness in such male-dominated industries that have deeply-entrenched male-dominated leadership styles (Gardiner & Tiggemann, 1999). These entrenched male leadership styles have come to be expected of leaders and are widely accepted, which places the male leaders in a better position, whereby they can model their leadership on that of their predecessors or another successful male leader.

Literature indicates that the leadership style demonstrated by leaders in a working environment influences the employees' level of innovation (Almaskari et al., 2021), their job satisfaction (Pawirosumarto et al., 2016), and their overall performance (Pawirosumarto et al., 2016). This research aims to determine how female leaders in the South African mining

industry lead culturally diverse teams and establish the extent to which the teams' gender dynamics or mix play a role in the teams' performance. The women joining the male-dominated industries are tasked to take on management roles and are often expected by their male colleagues to develop and adopt the same leadership style as that of their male colleagues, which has not only been found to add a lot of pressure on these female managers and leaders, but it also resulted in high levels of stress among these women in leadership positions (Gardiner & Tiggemann, 1999; Rubin et al., 2019).

This indicates that it is important for the female leaders to know in advance exactly how they must present themselves to their male colleagues, which talks to their self-presentation or impression management (Leary & Kowalski, 1990; Rosenfeld, 1997). Impressions people create dictate how others perceive, treat and evaluate them. The fact that people try to influence the impression others develop and form of them is referred to as impression management. It can be achieved by dressing, talking or behaving in ways that will create specific impressions in the other persons' eyes. It is the same concept women have to apply in the male-dominated space, where they want to create a specific impression of themselves among their colleagues and their staff (Leary & Kowalski, 1990).

Female managers or leaders may feel that there is an expectation that they have to deliver higher levels of productivity than their male counterparts or they need to reduce their femininity; e.g.,: the way they dress, act or allow their appearance to differentiate them from their male colleagues, as a mode of coping and more easily becoming accepted as part of the team (Rubin et al., 2019). The female leader's presence in the male-dominated industries is not a 'plug and play' process, and thus, the prevailing challenge is that many women moving into male-dominated industries expect to be able to "just fit in", while many of their male colleagues probably expect them to fail or not be able to manage a team comprising mostly men. Diversity is becoming an increasing phenomenon in all industries. In order to promote inclusivity and effective integration of female managers and leaders into male-dominated industries, the business processes need to be aligned to supporting and promoting woman leadership. The effective integration of female managers and leaders in male-dominated industries and into their respective business processes will be required.

1.2.1 Context of the study

The context of the study is the South African mining industry. The female representation in the South African mining industry has since 1996 seen a gradual increase, with more women now also occupying technical roles. The global female C-suite representation in mining is 13% (McKinsey&Company, 13 September 2021), which reflects an increase from a decade ago. It also suggests that there is an enhanced acceptance among the mining houses' leadership

towards achieving diversity and that female leaders must be given the opportunity to successfully fulfil the requirements of their leadership roles amidst the predominantly male environment they operate in. The historical under-representation of women has been caused and perpetuated by various factors, which include the industry's masculine, physically demanding culture (Botha, 2017); limited growth opportunities for female staff; and women generally being overlooked or marginalised when management positions are opening up (Kansake et al., 2021). In such an environment, even well-qualified women and those with all the relevant experience still face a lot of challenges, as they are still confronted by the "glass ceiling" kept in place by their male colleagues and superiors. This leads to these women being either excluded from promotion to senior positions, or being expected to fail in them, thus continuing women's under-representation in management and senior leadership positions in these industries. Other challenges women face in the mining industry, and which are a reflection of the male domination there, are sexual harassment and gender discrimination (Kaggwa, 2020).

1.2.2 Significance of the study

Management positions are gendered, racialized and ethnicised in many industries, which leads to women having to face the multiple challenges around their ability to become meaningful parts of these industries at senior level, based on their intersectionality levels of discrimination against them (Carrim & Nkomo, 2016). As managers, their identity is not only formed by personal and social identities in the workplace, but there is also a role played by the socio-historical political and culturally-based contexts, in which persons and groups are embedded (Carrim & Nkomo, 2016).

The intersectionality of race, gender and ethnicity is informed by the effect the various dimensions have on an individual, with them intersecting and influencing the mode of leadership employed. However, the basic categorisation dimensions continue to be constructed and position groups differently in society and in corporate environments (Carrim & Nkomo, 2016). Women generally aspire to progress further in their careers, but they are met by discrimination in their workplaces (Klettner et al., 2016). Over the recent years, female leaders have entered these various industries and their progression to a leadership role within the patriarchal spaces is a significant achievement. However, there is a need to establish how women can overcome the existing biases and prejudices held towards them, and progress into management and leadership roles.

1.2.3 Conclusion

Leadership has for a long time been achieved by those who experienced the relevant role models during their upbringing, who possessed the necessary personality traits, or who were given the opportunity to prove themselves based on a number of socio-political factors. The historical understanding and expectation had been that women would always play the traditional role of taking care of their home, their husband and children and even the extended family, while the male in the household was expected to provide the income. Except in a few historical cases, women were not leaders, and this contributed to the stigma against women as leaders. On the other hand, women proved themselves to be effective leaders when they rose up against the apartheid regime in South Africa. However, in business and industry, men still believed they had to make all the decisions and women were to work under their guidance in subservient roles. As a result, effective management and leadership has been associated with male leadership. The mining industry is still male-dominated, with a very low number of women working there and even fewer women [12-19%] having been promoted to leadership positions (Marabwa, 2021). While the presence of women in the mining industry has been on the increase in the last decade, this has mostly been attributed to enforced legislation, a larger number of women having achieved the relevant tertiary education and competency, and the industry's drive towards becoming fully inclusive and diverse. The Mining Charter has also identified women as being equal to men regarding all job positions, and indicated the need to achieve the gender parity in the industry.

Entering a male-dominated industry, which lack female leadership representation, women can easily be tempted to adopt a typically male-influenced leadership behaviour and leadership traits, in an effort to fit in with their colleagues and superiors, and survive in the environment and its demands (Dutz et al., 2022) . Because of the highly gendered nature of management positions in the mining industry, there is still a presence of the typical characterisation of women's roles and capabilities, which new female leaders will have to overcome by understanding how they can best achieve effectiveness in leading the culturally diverse teams and overcome prejudices, biases and incorrect expectations. This research aims to assess how these female leaders achieve this and overcome the challenges in the mining sector.

1.3 Purpose Statement

This research looks to identify and assess the leadership tools female leaders in the mining industry use to lead culturally diverse teams. Gaining an understanding of the challenges they encounter, and how they address and overcome them towards achieving business success,

is the purpose of this study and will serve as the key indicators and points of interest to how the female leaders lead culturally diverse teams. This is of importance, because female leadership in the male-dominated industry has been noted to positively influence the organisations' culture through introducing alternative ways to accomplishing goals (Campuzano, 2019). Therefore, the identification of the tools and skills they use in leading the culturally diverse teams in the male-dominated industries will also better inform the female talent development procedures (Campuzano, 2019).

Leaders are able to influence their teams, but they also need to be cognisant of the fact that the team's diversity relations influence the environment the leader operates in. The organisation's diversity refers to the demographic variables, which include age, race, gender, education, and any other predetermined variable (Bell et al., 2011) as well as the non-demographic factors, such as skills, abilities, values and beliefs. In order for the leaders to effectively lead and guide a diverse team, it is imperative that the leaders have full control of their role and apply effective leadership practices at all times.

As outlined by the theory of contextual leadership, leadership does not occur in isolation to the situational factors. For the leader to achieve the best group performance, it is important that there is a match between the performance outcomes and the task structure, in which it is taking place (Oc, 2018). Continuously assessing, adapting and evolving a business allows it to stay relevant for years to come, which will also help in keeping it sustainable or remain competitive. Relevance is maintained either continually [exploitative innovation], radically [exploratory innovation] or both (Visser & Scheepers, 2022). When an organisation combines both approaches to innovation, it allows the organisation to overcome inertia and also enables it to extract benefit from exploitation (Visser & Scheepers, 2022). The ability to demonstrate alignment and adaptability across a business unit is known as contextual ambidexterity (Visser & Scheepers, 2022). The ability to be an ambidextrous organisation rests on the leadership, because the leaders' behaviour and leadership traits and styles direct those of the followers, and these leaders form the interface between the processes, the organisation and the people (Scheepers & Storm, 2019).

Literature identifies leadership practices found to be relevant for the current, fast evolving business environment and these are known as contextual leadership, which is founded or based on the work context (Visser & Scheepers, 2022). Effectively leading an organisation or a team in the complex world requires contextualising leadership and only practising leadership as another form of management. This approach to leadership is important, because innovation

activities occur within competitive environments and are based on high levels of complexities that need to be matched up with as complex leadership approaches (Visser & Scheepers, 2022). Authentic leadership has been noted to have a positive relationship with ambidexterity, but little influence on it. For South Africans, authentic leadership is relevant, because it was influenced by the country's highly segregated and non-inclusive apartheid past, where authentic leadership created perceptions of inclusion among the employees (Scheepers & Storm, 2019).

The leader's cognisance of and reaction to diversity influences the type of their leadership style and their degree of adaptation to the different diversity-related conditions and concerns (Homan et al., 2020) in their leadership. This degree of adaptation also influences and affects how the leader leads the team, and the leader's ability to gain buy-in from the team members. In diverse teams, the development of subgroup characterisation and intergroup bias is highly probable (Homan et al., 2020), because of the human instinct to immediately classify people based on the impression made when they meet for the first time. This initial characterisation, as influenced by the social expectations, will influence how the individual is treated in future by the team (Bell et al., 2011). This characterisation has a direct effect on and can destroy collaborative team participation to a great extent, if it is not carefully guided or controlled. The manner in which the team is led will then become of importance to how the leader ensures that the culturally diverse team can effectively work as a unit.

The increased workplace diversity that comprises women, men, a range of age groups and various racial groups has resulted in discomfort among men in the patriarchal organisations, where women often have to endure a treatment that makes them feel like second-class citizens (Ortner, 2022). Preconceived prejudiced traditional beliefs about women have been formed by social and gender norms and these fuel biases about women and the misconception regarding their leadership or corporate abilities. The working environment is therefore not always a pleasant experience for women, especially because the work environment tends to still be dominated by men and the respect offered to anyone in these environments is hierarchy driven (Eagly & Sczesny, 2019). As the ultimate decision-making power still lies with the men in those positions, female leaders are often not given their due respect.

As women are taking on more leadership roles in the male-dominated industries, the understanding of how women effectively and productively influence the established, dominant organisational culture is not well understood (Campuzano, 2019), which can lead to new female leaders trying to lead in the same manner as their male counterparts. The male-dominated industries are generally production intensive industries that rely on men's physical

power and ability; therefore, the prevalence of the formation of any subgroups and their effect on the productivity and engagement of the teams will be important to establish.

In the male-dominated industries, women have been confronted with the male forms of leadership, without being able to study or learn from female forms of, which is a result of the low female representation in these industries. Because of the low female leadership presence in the working environment, the dominating male leadership styles resulted in only men providing mentorship for these women, where men ended up role-modelling and women choosing the successful male leadership style (Trinidad & Normore, 2005). Gender typification plays a role in the presence of the feminine and masculine characteristics. The diversity dimensions play a significant role in the development of the leadership styles embodied in the work environment. It is important that one gains an appreciation and cognisance of the female leadership traits that represent leadership's approach to equity and inclusion (Trinidad & Normore, 2005). It is, however, equally important to ensure that this approach is considered as an alternative way of leading and not the way in which women typically lead, such that the gendered bias can be eliminated. Organisations should strive towards allowing or encouraging women to utilise their own leadership styles or personality traits, and their own professional skills to contribute to the organisational goals, keeping in mind that gender is associated with the way in which individuals associate with their biological sex, based on expected behaviours, attitudes and traits as influenced by cultural or societal norms (Trinidad & Normore, 2005).

With the gradual increase in the number of female leaders working in the male-dominated industries, it is important that research examines the leadership skills employed by the female leaders in leading the culturally diverse teams, and establishes how the female leaders integrate with the team and ensure that the team dynamics do not subsequently affect the team's productivity. The key deliverable of this work will be to identify leadership styles and traits female leaders use in leading culturally diverse teams. The knowledge obtained from this work can further assist future female leaders and equip them with the necessary tools required in their leadership roles.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Definition of leadership refers to one's ability to influence a group of individuals through a process of achieving a common goal. The desire to reach or clearly define the perfect or ideal leadership style would not be practical, because of the extensive factors that shape the leadership style (Trinidad & Normore, 2005). Literature has identified that inspiring leadership is beneficial for incremental innovation, while radical innovation is more a function of a reward-based leadership (Scheepers & Storm, 2019). Female leadership is mostly associated with communal traits, a characteristic of socio-cultural factors. In so doing, females are compelled to exhibit certain behavioural characteristics as leaders. However, according to Trinidad et al. (2005), leadership should not be considered as a function of fitting into a certain description, but rather as "giving-in" to opportunities to women to practise their unique leadership (Trinidad & Normore, 2005). Culture plays a key role in how people behave or articulate themselves. It is influenced by one's beliefs, life experiences, upbringing and values (Foldy et al., 2009). Team culture determines how a team internally collaborates and interacts with other teams. Understanding the cultural diversity within a team allows the leader to understand the intelligence required to lead the teams and also how to get the best potential output from the team members (Solomon & Steyn, 2017).

This chapter explores the themes identified from the literature reviewed. These are grouped into categories that influence female leadership in the male-dominated mining industry, namely the teams' cultural diversity, patriarchy in the male-dominated industry and the effect it has on female leadership. A deeper probe into the female leadership aspects is then analysed to address the requirements of the study's focus on female leadership effects in the mining industry.

2.2 Leadership Theory

Across all industries, the gender gap in leadership positions has shown a narrowing over the years, but it has not yet disappeared. The gender gap might have reduced from the 1900s in terms of the gender of the leader; however, this does not inform one what the status of the emerging leader's gender was (Badura et al., 2018). Male and female leadership styles have been studied and the differences between such styles have been explained in terms of the agentic and communal traits. Agentic traits are traits associated with exuding more assertion

and dominance, while communal traits are more characteristic of warmth and nurturance (Badura et al., 2018; Dutz et al., 2022; Gipson et al., 2017).

Viewed through the Social Role Theory lens, the qualities of being assertive and dominating are heavily associated with men, while women are thought to be more nurturing and warm (Badura et al., 2018). These characteristics in effect also influence the perception of men and women as leaders. This characterisation is heavily based on the social norms around traditional male and female roles, and it does not consider the capabilities of the respective genders. The requirement for women to lead the same way men do or to measure their leadership effectiveness the same way presents a trap for women (Baker, 2014). This is well explained by the Social Role Theory, as well as the Role Congruity Theory. Social Role Theory allocates qualities of aggression and assertion to qualities most demonstrated by males (Baker, 2014).

The Role Congruency Theory best describes what women experience in that their minority status and the high male dominance in the leadership roles of the business, lead to women being disadvantaged compared to their male colleagues (Rosette & Tost, 2010). Role incongruence between men and women leads to the likelihood of treating or regarding women less favourably than men as leaders, and it outlines how the masculinity of leadership influences the discrimination female leaders face (Koenig et al., 2011). This theory better explains the stereotyping of the gender and it highlights the prevalent penalisation individuals incur when they do not perform according to society's expectations (Baker, 2014).

These themes outline the reasons for the discrimination against female leaders, but they fail to address the results of the treatment inflicted upon women. The theory that the researcher found to deal with this aspect appropriately is the Social Identity Theory, which the present work is based on. The Social Identity Theory has been studied over a number of years and it states that people always associate naturally with people they closely and positively identify with (Yeager & Nafukho, 2012), and this also applies to teams. It focuses on the importance of the definition of self within the group context as a member in the processes that take place within the group (Ciulla, 2008). The theory strives to gain an understanding of the individual's identification with the group (Yeager & Nafukho, 2012), which is important in a group setting, because the member's identity influences how well the members integrate with one another. Culture serves as the basis of individuals' mental programming, which one shares with members of a shared nation, religion, group or any other demographic or sociographic subgroup. The relationship between team diversity and the team's coherence or performance has been studied by a number of scholars (Homan et al., 2020; Yeager & Nafukho, 2012) and they state that assumptions are easily made about team members in the group, based on the

target member's demographic status. These assumptions influence how the members treat the other members.

2.3 Applicable Definitions

2.3.1 Culture

Culture on an individual level plays a significant role in how humans think, feel or act. It comprises the social rules for individuals and is formed by the mental programmes formed throughout one's years; including one's social and life experiences (Hofstede & Hofstede, 2010). Multicultural teams are made up of people from a variety of cultures (Ochieng & Price, 2009). Culture comprises an individuals' values, rituals, heroes and symbols, and serves as the collective programming of the mind, which sets the members of one group apart from those of another group (Hofstede & Hofstede, 2010). On a broader scale, cultures differ and have an effect on the mental programming of people from different ethnic backgrounds (Hofstede & Hofstede, 2010).

2.3.2 Diversity

Diversity denotes to the degree to which people differ and is described as any identifiable difference that is significant and can distinguish one individual from another (Podsiadlowskia et al., 2013). It is a characteristic that is relevant to the intergroup relationships as well as the interpersonal behaviours in groups (Podsiadlowskia et al., 2013). In a team context, cultural diversity can thus be noted as a group of individuals of varying ethnic and social values, who work together towards achieving a common goal. It allows different people to contribute their varying knowledge and perspectives towards achieving a common goal (Granow & Asbrock, 2021).

2.4 Cultural Diversity

Culture plays a big role in employees' personal commitment and how people work, because the ability to collaborate across cultures encourages organisational feasibility (Granow & Asbrock, 2021). Diverse teams are made up of individuals of different gender, with different personalities, beliefs, values or demographic characterisation; yet, as a team, they have the ability to work together towards achieving a common goal. In this section, we examine what culturally diverse teams are and what influences or affects their working dynamics.

Culture is important when it is viewed through a personal and an organisational lens. Organisational culture has been identified to influence the motivation the employees have in executing their responsibilities and their commitment to their work. Cultural diversity has in some literature been viewed to be advantageous for an organisation, especially if culture is considered as a toolkit, thus allowing multiple perspectives of collaboration within teams to lead to a broad array of resources (Corritore et al., 2019). Culturally diverse teams have been perceived to excel at creative problem-solving with a reduced level of efficiency, while culturally homogenous teams have been found to have high levels of coordination and efficiency (Corritore et al., 2019). Culture is therefore not a one-dimensional construct, but it is influenced by multiple variations. The level of output the teams generate is more a function of the cultural values, beliefs and norms over the language one speaks or from where they originate, which suggests that the team culture should take preference to the individual members' cultures (Corritore et al., 2019). This is what leads to the importance of a functioning organisational culture. When culturally diverse teams work together towards achieving a common role, adopting a common operational culture allows the team to have a commonly established way of work, which is accommodative and progresses the team to achieving the common goal.

2.4.1 Cultural diversity effect on teams

In an organisation, cultural diversity considers gaining a view of the surface level differences which are made up of ethnicity-based practices and cultural backgrounds (Wang et al., 2019). Definition of the culturally diverse group has been explained to refer to the employee groups that have individuals from two or more nationalities and three or more cultural backgrounds, or groups of people composed of people with ethnic differences (Wang et al., 2019). Culturally diverse groups improve their performance on group task based on their ability to resolve arising issues.

Diverse groups have shown to experience difficulty on reaching agreements when working together (Watson et al., 1993). This is predominantly seen to be influenced by the presence of controlling individuals, who subsequently hinder contributions from other members or as a result of the group being newly formed, in which case the group individuals are unfamiliar with each other (Watson et al., 1993). Culturally diverse teams have a prevalence of the formation of subgroups and intergroups (Homan et al., 2020). However, they also tend to have the added advantage of different perspectives, which can enhance or drive the teams' creative flair (Podsiadlowskia et al., 2013). This is highly beneficial in groups, since it presents different points of views and adds different perspectives to the team.

Workplace team diversity has been identified to have varying effects on employees. Sharm et al. (2020) highlight that team diversity can result in reduced employee morale, which would be caused by communication challenges, language differences and different cultural backgrounds (Sharm et al., 2020). On the other hand, diverse teams have been noted to be more creative, innovative and profitable for organisations (Lu et al., 2018; Wang et al., 2019). Team creativity differs from individual creativity, because it requires an exchange of ideas, knowledge and perspective among the team members. The success relies on each member contributing meaningfully to ensure that only the quality ideas are considered and carried through (Mo et al., 2019). Leveraging on the differences allows groups to better integrate and perform their tasks and achieve the goals. It allows for input based on different perspectives, which can enhance team outcomes.

Team leaders' behaviour plays a key role in the behaviour the team portrays. Team members pay attention and closely watch their leaders' behaviour, persona and the treatment they practise in moulding their teams. This is also stated by the Social Learning Theory and it is influenced by the higher, superior power, which is held by the leaders with regard to their level of responsibility and influence (Mo et al., 2019). Team diversity has been indicated to result in better performance; however, it also presents possibilities of increased potential conflict (Yeager & Nafukho, 2012). In a group setting, gaining openness and the formation of quality relationships relies on forming or developing strong cognitive processes. These quality relationships are essential for healthy team cooperation and collaboration (Ramthun & Matkin, 2012). Diversity is beneficial for organizations, with scholars indicating its benefits towards organisational financial sustainability, increased organizational competitive advantage and it leads to the creating of a positive work environment (Shaban, 2016). Diversity is beneficial for business performance and any mismanagement of diversity within the organisation could result in detrimental effects such as conflict or miscommunication to name a few (Shaban, 2016). Managing diverse workforce has been identified to constitute respect, acceptance and acknowledgement of differences within teams. Communication has also come as an essential attribute since it avoids the presence of vague expectations and requirements (Shaban, 2016).

From these findings, it is clear that cultural diversity in teams can add definite benefits to the team's performance, but there are also concerns the cultural diversity presents to team settings. Because work teams do not have a guaranteed level of homogeneity, it is of interest to identify how the culturally diverse teams should ideally be led, while maximising team cohesion and productivity.

2.4.2 Cultural diversity effects on an organisation

On an organisational level, culture forms the foundation of the attraction and affects how responsive an organisation is to shocks in the environment in which it operates. This is based on the fact that culture determines how individuals and teams work, and it influences the beliefs they have within the organisation (Besley & Persson, 2017). Organisational culture influences how the organisation operates and thus has an impact or effect on the firm's performance. Calabuig et al., (2018) indicated how culture maximises a team's production and how it affects change in the team's production. The authors define culture as the psychological variables shared by a group of individuals, which shape the evolution and the distribution of norms and behaviours (Calabuig et al., 2018). In that work, the authors indicate that the cultural variables become evident in teams and include materialism, consistency and conformism (Calabuig et al., 2018). Materialism refers to the weights assigned by agents when choosing an action, while consistency and conformism relate to the psychological mechanisms associated with how agents update their norms (Calabuig et al., 2018). Individuals seek consistency in their beliefs and behaviours, because variation between these requires a change for difference reduction (Besley & Persson, 2017). Culture is composed of various aspects and the work of these authors confirms this study. The team culture influences how the team interacts and it is underpinned by the individual members' personal backgrounds. In an environment where individuals collaborate or cooperate with one another to achieve a common objective, there are people of different beliefs, values, age, gender and appearance forming the teams. Their respective differences in any attribute make them unique and together they make the team diverse.

Cultural diversity in an organisation is regarded in connection with the surface level differences; such as ethnicity-based, cultural backgrounds, as well as deep level characteristics. The differences in the teams' cultural background can have an effect on how the team members engage with each other or even treat one another. It may happen that team members of different ethnicity are viewed as out-group members, which can lead to negative bias treatment towards them (Wang et al., 2019). Cultural diversity allows input from varying perspectives, thus allowing for wider team input in the team's engagements, which are essential for the employees' dedication, vigour, and absorption (Geldenhuis & Henn, 2017), as well as a more varied contribution of ideas.

2.5 Male-dominated Industries

2.5.1 Patriarchy in male-dominated industries

Patriarchy is the male power prevalent in an arena, ranging from a small context such as family and gangs to a larger context such as religious groups, military, the state, and more (Ortner, 2022). It is a hierarchal existing concept and is influenced by or related to the existing power dynamics (Ortner, 2022). In patriarchal organisations or institutions, women are regarded as the outsiders and their only means of entry towards being treated with equality would need them to be protected and have sponsorship. The unequal treatment of individuals, i.e.: male and female, in patriarchal societies leads in all facets to the agreement resulting in women being treated as second-class citizens (Ortner, 2022). Patriarchal traditions and behaviours in an organisation are a function of the roots, the values and the stereotypes established to promote male privilege (Tlaiss, 2015). In this sense, male domination, or a patriarchal approach to the world around them presents a cultural diversity to the more modern view of seeing the gender as being equal.

Women's meaningful participation and contribution in the labour market has been on the increase and is influenced by the need for women to be able to provide for their families or for themselves (Toyin Ajibade Adisa et al., 2019). Spousal support to women has been noted to be at reduced levels from their male partners (Nambiar et al., 2020), which highlights the need for women, who in most cases have to play the dual roles of working and looking after their family commitments, to achieve a satisfactory work-life balance without sacrificing their career ambitions. Patriarchy is a construct that allocates males to hold more seniority and superiority to the females. It is a socially-influenced system, whereby men hold power and control over women, children and property. This firmly entrenched belief of society, communities and most men is very clear and forceful on categorising ownership between men and women, especially in terms of the roles attributed to each group. Patriarchy forms the basis of behaviours, values, cultures and religion, which makes it a challenge if not impossible to eradicate in the short term. This in turn, adds to women's inability to maintain a healthy work-life balance (Adisa et al., 2018), as they also have to work harder at the workplace to prove their capability and are still left with nearly all the duties and responsibilities at home.

Where the male and female roles are still clearly defined and separated and thus expectations from the two genders differ, patriarchal proclivity is evident. The adverse effect is the subsequent increase on patriarchal practices on the women. Attributed to the traditional and cultural affiliations of patriarchy, most men struggle or experience failure in separating this

mind-set and belief of roles allocated to women in any aspect of their lives, including their work, which thus leads to male expectations of women only possessing the ability to fulfil certain subservient roles. This is very prominent in male-dominated industries (Adisa et al., 2018) and it causes oppressive or restrictive attitudes, actions and effects towards women.

2.5.2 Leadership stereotypes affecting females

Stereotypes are defined as a generalised judgement and characterisation of people, which are fuelled by ideologies people attach to a particular group. They can easily lead to false generalisations, more so when the perceived characterisation does not reflect the individual's traits. Gender-related stereotypical characterisation or generalisations about individuals are found to be more influential, because they are readily identified about an individual. However, the gender stereotypes do not only apply where one is characterised by their judgement, but also when individuals characterise themselves (Hentschel et al., 2019). In recent years, men have come to realise the importance of their presence to their families and thus avail themselves more to the caregiver roles, which were previously reserved for women. However, it is important to note that this has not eliminated the role segregation, even with the high number of females having entered the working environment (Hentschel et al., 2019). When men take on the caregiving role, most of them state that they are "helping" the female partner, thus they do not feel they are responsible or accountable for such task.

Female under-representation is heavily influenced by the barriers to gender equality, which centre on the gender stereotypes, and the lack of mentoring and role models (Rosette & Tost, 2010; Trinidad & Normore, 2005). Women generally aspire to progress further in their careers, but they are met by discrimination in their workplaces (Klettner et al., 2016). Having capable women in leadership positions is essential for corporates, not only for their diversity ratings, but also as a reflection of the democratic leadership, for increased female leadership potential utilisation and for increased Board effectiveness (Klettner et al., 2016).

In male-dominated environments, women are generally perceived to have reduced levels of effectiveness in their leadership role, and the same applies for men in female-dominated industries (Grossman et al., 2015; Toyin Ajibade Adisa et al., 2019). Socially accepted gender roles tend to filter through into the leadership roles, which leads to talks on the leaders' effectiveness (Grossman et al., 2015). If women do not feel included in the mining industry, there is a high probability that it could lead to the development of the stereotype threat, which could lead to women experiencing high feelings of anxiety, discomfort and uncertainty. The

effect of stereotypes being assigned to women is that it affects the ease with which they integrate into the working environment and how well they can perform in their roles.

2.5.3 General expectations of women

The culturally propagated stereotypes and cultural norms make it seem as if women do not have the skills required to occupy and progress in leadership roles (Koenig et al., 2011). Women's socioeconomic status has improved over time from the early 1980s; however, the gender norms yardstick against women still persists (Du et al., 2021). Women are generally associated with being kind and compassionate, which is not what is characteristically associated with leaders as per the culturally developed constructs of a leader (Koenig et al., 2011). As a result, there emerges a stereotype of the female social norms, which does not align with the expected leader characterisation. This mismatch results in a biased evaluation of women as leaders (Koenig et al., 2011).

The role women play as dictated by norms about them and beliefs affects their participation in the corporate environment, because the traditional gender norms for women impart a false perception of women's ability to participate in the corporate business world (Du et al., 2021). The discrimination against women is intensified by the mechanism employed, which limits the status of women (Tlaiss, 2015). Women are therefore in a constant dilemma as to which leadership style is the optimal one for them. There is an expectation towards women to be agentic in order to fit the expectations held of the leader, but they are also expected to be communal to fulfil the expectations of the female gender (Koenig et al., 2011). When a woman portrays agentic traits, this can be frowned upon and this is influenced by the prevalent social norms. It indicates the prevalent discrimination against women, which strives to prescribe to women how they should behave, which obviously should not be the case. Such levels of discrimination are detrimental to the female leader, because when gender discrimination is performed, it enhances gender inequality and results in effects of silencing the female manager (Tlaiss, 2015). This is especially so where the female managers are the minority and there is prevalent power distance or there are higher status leader roles. This resonates closely with the mining industry (Koenig et al., 2011).

2.5.4 Biases towards females as leaders

Stereotypical differences reflect the variations and also the impact on how people define themselves and how they are treated by other people. They reflect the expectations about people, the importance society places on task performance and how they judge each other

(Ellemers, 2018). Gender differences for males and females develop over time, based on how children are raised. It is from childhood that specific beliefs about the representative traits and abilities with regards to males and females develop. Over and above the gender differences, the social roles have an impact on the hormonal-, self- and social regulation to elicit the different thoughts, behaviours and feelings in men and women. The judgement towards men and women is to a great extent influenced by the gender-stereotypical expectations and the influence they have on us (Ahuja & Weatherall, 2022; Ellemers, 2018). These differences in men and women are guided by their gender roles, and this is also what causes women and men to be treated or thought of differently, whereby women are then alleged as being less ambitious, committed or determined to their work roles as soon as they are parents. The thinking of prominence for men and higher levels of competency in comparison to women leads to the increased superiority expectations of men over women (Ellemers, 2018).

2.6 Leadership

2.6.1 Role of leadership in teams

Effective leadership plays an essential role in employees' satisfaction and productivity (Pawirosumarto et al., 2016). Work has been done on how leadership and culture relate, while the GLOBE project (Solomon & Steyn, 2017) has been the largest research to date. In that work, effective leadership is associated with the need to effect connections between cultural dissimilarities and the leader's cultural intelligence [CQ] (Solomon & Steyn, 2017). CQ refers to the leader's ability to interpret the behaviours of the team or the individuals, which are unfamiliar to them (Solomon & Steyn, 2017). This is important, because the leadership dynamics are only influenced by what the leader observes, while it needs to be informed by the common goal the team needs to achieve. The type of leadership administered by a leader plays a huge role in the direction the team takes and this is because the effect of the supervisor's motivation filters through to the team and influences each member's motivation, which characterises how they apply themselves to their tasks (Kanat-Maymon et al., 2020).

Literature indicates that the leadership style perceived from leaders in a working environment will also influence the employees' level of innovation (Almaskari et al., 2021), their job satisfaction and the employees' overall performance (Pawirosumarto et al., 2016). This research will identify how female leaders in the South African mining industry lead culturally diverse teams to achieve optimal overall performance.

As already stated, males have been associated with agentic traits, while women are viewed to be more communal (Dutz et al., 2022). Agentic individuals have been noted to also be more vocal within groups, while communal people have been indicated to have high interpersonal involvement within groups, which serves as a way in which they sustain and support the group. However, as much as it has been identified or noted that communal traits can encourage participation in teams, research indicates that the team participation associated with communal traits is weaker than between between agentic traits and team participation (Badura et al., 2018). For the basis of emerging into leadership roles, agentic traits are viewed to be more beneficial, since they associate with the image one has come to associate with leadership, and a masculine and unapproachable individual (Dutz et al., 2022).

2.6.2 Female leadership styles

While the gender gap in leadership positions has shown a decrease over recent years, the decrease has not yet resulted in gender parity levels. The gender gap might have reduced from the 1900s in terms of the gender of the leader, but this does not identify the status of the emerging leader's gender (Badura et al., 2018). Some scholars believe that the gender of the leader is not related to and does not influence the leader's success in the role (Gartzia & Baniandrés, 2019). Gartzia and Baniandrés (2019) agree that the success of a leader is not a function of their gender; however, the authors also state that a leader's success is influenced by the degree of insight or the execution of their degree of femininity, which can be achieved by women and men alike, and which suggests that leaders do not thrive or fail in their roles as a function of their gender.

Agentic traits are generally seen as the required traits for leadership, but when women behave in an agentic manner, many see this as a violation of the stereotype, which results in a backlash (Gipson et al., 2017). The mining industry has traditions of male leadership and has a greater preference for masculine leadership ideals (Gipson et al., 2017). Working environments used to be dominated by men in the previous eras, and the leadership in nearly all organisations was limited to men. As a means to gain acceptance and respect, hierarchy was very important to make it clear where each individual stood in the organisation. The agency traits also followed suit, as a system for the male leader to exert power and authority over the rest of the workforce (Eagly & Sczesny, 2019). In the current organisational context, there are work environments that comprise both men and women. There is now also a greater appreciation of how different characteristics can play a role in effective leadership, which thus makes provision for communal traits as well (Eagly & Sczesny, 2019). In line with more women being found in the working environment, more women pursue multiple careers and more women now also occupy authority-bearing roles (Hentschel et al., 2019).

However, even with the changes taking place in the workplaces, perception still plays a huge role and the effect of agency bias also dominates in the work environment. The masculine, agentic image of a leader has stayed within a lot of work environments and the stereotype that females are not good leaders also shines through. Female leaders generally experience prejudices raised against them, and not only by men, but also by their own gender, in the form of the stereotypes associated with their gender, age and racial group (Eagly & Sczesny, 2019; Rosette et al., 2016). This leads to perceptions that women are expected to or should behave in a certain manner and also that they do not possess the ability to occupy leadership positions, which is known as the agentic penalty and agentic deficiency (Rosette et al., 2016). This agentic concept is interesting, because agentic penalty is the backlash experienced by women who behave contrary to what is expected of women as determined by social norms, while agentic deficiency refers to the belief that an individual does not have the potential to be an effective leader (Rosette et al., 2016).

Contrary to Rosette et al. (2016), Hentschel et al. (2019) indicated that women were found to be less assertive, but equally independent and as good leaders as men, which suggests that women do not need to be aggressive to demonstrate competent leadership characteristics (Hentschel et al., 2019). Society has extensively characterised women as having the ability to perform well in the domestic sphere, while in the workplace, the roles women occupy have been dominated by people-orientated and service related roles. This characterisation has led men and the greater society to believe that that is where women's capabilities end. This mode of thinking can be attributed to the societal perceptions, which lead to bias and forming of stereotypes (Hentschel et al., 2019).

Women's experiences differ from those of their male counterparts in the male-dominated industries, with women experiencing more pressure to lead in a manner similar to that of their male colleagues and to also outperform them (Gardiner & Tiggemann, 1999). The intersectional framework indicates that these stereotypes held of women may be descriptive, prescriptive and proscriptive (Rosette et al., 2016). The bias around women in the work environment carries through into their leadership years, and their ability to successfully lead teams remains an area of interest. Unlike arguments that the compassionate feminine nature supersedes the leader's gender in how women lead (Gartzia & Baniandrés, 2019), there is little research available on female leadership for culturally diverse teams, including their associated complexities and inherent differences (Cox & Blake, 1991; Girdauskienea & Eyvazzade, 2015).

2.6.3 Under-representation of women in leadership positions

A report by PwC (Eybers, 2020) indicates that as a country, South Africa's leadership is not equally represented by males and females, and this can be seen from the fact that only 15% of the JSE executive teams are women (Eybers, 2020), with only 8% female representation in chief executive officer [CEO] and chief financial officer [CFO] positions. This female representation is low, especially considering the gender split of 48.9% to 51.1% males to females in the South African population (communications, 2022). Dutz (2021) states that the female competency in male-dominated industries is comparable to that of males and that their ability to perform at high levels is not hindered by their gender. That poses a question to why the female representation in leadership positions is so low. Dutz (2021) also identifies that the key contributing factors are around the gendered roles and society's beliefs that women are associated with domestic roles and the prevalent stereotypes associated with women, which immediately puts them at a disadvantage in the working environment and senior positions.

Stereotyping high status jobs as agentic puts females at a big disadvantage. Deciding that this is the case also leads to organisations carrying wrong expectations of the employees, based on their gender (Dutz et al., 2022). The assumption that women are more communal and men are more agentic is driven by the social norms attached to men and women. Therefore, certain expectations emerge from individuals as to what is expected from men vs. what women can deliver. The main problem is that it also causes preconceived ideas being held about these people's capabilities, which will favour the characteristics that are more closely associated with being a male leader. These perceptions are driven by the Social Role Theory, which equates gender and specific characteristics (Badura et al., 2018) .

The Social Role Theory was formulated by Eagly (1987) and is used to explain the behaviour of men and women, and the ideologies prevalent in the sex and gender thereof (Eagly & Sczesny, 2019). Gender is an important factor, because of the role it plays in world politics and economics, taking note of the struggles women face in various industries and roles. Social roles play a significant role in the gender roles. This is informed by the social expectation of women's leadership style as being more communal, while a male leadership style is considered more agentic. In an article, Eagly et al. (2019) refer to the communal traits as a disadvantage, because of what many had come to perceive leadership as having to be.

Communal traits are not a disadvantage, because of what they come to offer to the facet of leadership (Eagly & Sczesny, 2019). In an article, Klettner et al., (2016) state that the lack of female representation in leadership positions was not caused by a lack of opportunity to appoint women to these positions (Klettner et al., 2016). Board appointments of women could

only be improved by mandatory quotas. Several countries, for example Australia, Norway and some other countries in Europe implemented the quota system for women to be appointed to corporate Boards. It has, however, not been established if such quota system will change the position of the other women in the work environment or merely that of a select few. The challenge remains of women needing to be present in the senior management ranks in greater numbers.

The mining industry is traditionally an environment that is dominated by male leadership and has a greater preference for masculine leadership ideals (Gipson et al., 2017). There is an incongruity between male and females as leaders, which tends to expose women to prejudice, making women less likely to measure up to the masculine leadership style expectations. This mismatch created the lack-of-fit for women (Dutz et al., 2022; Gipson et al., 2017).

2.7 Social Identity Theory

Effective, credible and capable leaders are essential, if organisations and their teams want to ensure they function well. Leaders assist with team alignment towards the shared corporate goal and coordinate the actions of the groups towards it (Ciulla, 2008). They can transform the individual members' goals into the shared goals by motivating each person to work towards achieving the overall goal. Leaders have a lot of influence on the team and play a key role in defining the team members' identity within the group in terms of what kind of people the team members are, the attitudes they should hold, how they should behave, interact with and treat others (Ciulla, 2008; Hogg et al., 2017).

Surface level demographic characteristics such as race, sex, and age evoke responses among other individuals that result from the basic social categorisation (Bell et al., 2011). Social categorisation therefore can lead to intergroup bias in teams and fuel the presence of in-group and out-groups. In the case of female leaders in male-dominated industries, they assume the out-group role, because they are the minority and the unfamiliar group in an established space. The assumptions made about them, based on their demographic characteristics, lead to their classification based on their abilities or social expectations (Bell et al., 2011). It is thus essential that team leaders ensure that they develop a superordinate identity that does not threaten the subgroup's identity (Hogg et al., 2017). As a social psychology theory, the Social Identity Theory specifies the way cognitive, motivational and social interactive processes come to interact with the knowledge one has regarding the nature

of and the relations in the social groups in society to construct a self-concept based on these groups one belongs to (Ciulla, 2008).

In dealing with diverse individuals, one's mind represents the social world in the form of categorising people. The social identity term for these representations is prototype – which refers to the common set of attributes one believes best describes the group. People of one group tend to be in agreement with their prototype and of that of other groups (Ciulla, 2008). This is what gives rise to the in-group and the out-group characterisation. Because group membership is salient, in meeting new people, humans configure perceptions, one's behaviour and structure one's interaction with them. In so doing, the individuals are being categorised as group members and are assigned the prototype of their group. In so doing, one stereotypes them and treats them as embodiments of the group and not as individuals, resulting in depersonalisation.

There are many sources of information, but in the group context, people rely on the behaviour of fellow in-group members who are highly prototypical in the group regarding how to think, behave and portray themselves as group members (Ciulla, 2008). The facets of the Social Identity Theory have implications that influence the psychology of leadership. Based on literature, leadership refers in this case to the situation where an individual inspires a collection of individual persons (Hogg et al., 2017).

Looking at the Social Identity Theory, the study illustrates the impact and ease with which female leaders lead culturally diverse teams. Considering that women form the minority in the mining industry and within leadership in the industry, the researcher aimed to identify, if the assumptions made about the women as the out-group influence the manner in which they lead their teams, and if it causes a feeling of inferiority among the women. Group membership is salient, leading to formulated perceptions of the out-group. However, women's presence in the mining industry is not something that will change dramatically in the short term, and the understanding of their out-group status on their leadership needs to be better understood.

2.8 Conclusion

Diversity presents the factors according to which people differ. When one examines cultural diversity, the differences emerge according to people's values, beliefs and ways of living. In culturally diverse teams, efficiency is achieved through collectively perusing a common goal, while being guided and led by a leader. The topic of what constitutes effective leadership has

been thoroughly explored by several scholars. The prominent ideology stems from what individuals have come to know and expect of leadership results, more than the individual's skills or level of capability.

There is widespread discrimination against women in roles other than the socially-held stereotypes to justify the best leader to be selected for a specific position. These stereotypes cause barriers that can limit the potential of female leaders in male-dominated industries. The theory of leadership positions traditionally being held by men has led to the formation of the 'inner circle', or the 'boys clubs', which are the male groups that support hegemonic masculinity through their practices and do not include women (Ahuja & Weatherall, 2022; Dutz et al., 2022) or actively discourage women's participation by excluding them through exclusionary behaviour, for example, in men discussing "tough" sport events, or meeting for drinks after hours, when women normally have to look after their families.

In the mining industry, the female leaders who are leading culturally diverse teams are in an environment that confronts them with stereotypes ascribed to them as women, and they face the additional challenges that come with leading culturally diverse teams. Developing the ability to thrive in their leadership role, while also not allowing any of the biases and stereotypes to have a negative impact on their performance, needs a special approach and determination, which this study aims to identify and thereby contribute towards content that future female leaders can learn from.

Taking note of the key factors associated with team success, it is important that culturally diverse teams are led to achieving the desired corporate goals. Leadership allows for the leader to work and lead a team, based on relevant applicable models or frameworks, which are discussed in the following section.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

This chapter reviews and outlines the research design and addresses the objectives of the work. This research study is aimed at exploring female leadership when leading culturally diverse teams in the South African mining industry. This study examined the experiences and views of female leaders to better understand what leadership for females in the industry entails, the challenges they face and how they overcome those challenges. The next section outlines the research questions that were informed by Chapter 2.

3.2 Research Questions

3.2.1 Research Question 1: What are the distinct leadership components for female leaders when leading culturally diverse teams?

Teams are made up of people working together towards a common goal and most teams are made up of diverse individuals. Teams in the mining industry consist of a variety of demographic characteristics, which include race, sex and age (Bell et al., 2011). The teams' demographic composition is not solely determined by the leader, but by the abilities of the team members for the task which is to be completed or accomplished. Leading such culturally diverse teams thus requires a distinct and well-designed method that achieves team cooperation and team effectiveness at all times.

Female leadership is often equated with communal characteristics, which should not be viewed as a limitation for women in leadership (Gartzia & Baniandrés, 2019; Post, 2015; Rosette et al., 2016). The perception of women being insufficiently agentic and the backlash they face for behaving in an agentic manner (Rosette et al., 2016) leads to a limited understanding and appreciation of the leadership style women practise in leading culturally diverse teams.

The following questions posed to participants supported the research question:

- What strategies or key considerations do you take note of when leading the team into a new venture or change to be implemented? From the formulation to the implementation?

- Women have been noted to be more interactive as leaders, encourage participation from all team members and share power, a less hierarchical form of leadership. Do you agree with this statement and why?

3.2.2 Research Question 2: In the male-dominated space, do women as the out-group have the required skills to lead the teams?

The cognitive resource perspective indicates that the available knowledge and differing perspectives are highly influenced by the demographic diversity in teams, which has a direct influence towards the team's performance (Bell et al., 2011). It believes that having diversity in teams puts the respective teams at an advantageous position as soon as the team members can acknowledge their differences, put them aside and cooperate with each other (Bell et al., 2011; Wang et al., 2019). The Social Identity Theory indicates that the members' identity is essential in how they integrate with the group (Yeager & Nafukho, 2012), which suggests that establishing a certain level of belonging is important in the degree to which members integrate with a group. In the mining industry, female leaders are entering a male-dominated environment and thus, are categorised immediately as the out-group. The disproportionately low representation of women in leadership positions is not a reflection of their capabilities, but has been identified to be a result of invisible barriers women face, which include social norms, gendered expectations and perceptions (Baker, 2014).

There is an expectation that women will comply with their roles in accordance with their social roles. This classification takes into account various diversity dimensions, such as race, religion or age. Socially informed role categorisation does not occur in isolation and therefore filters through into the working environments (Baker, 2014). The societal expectations of women also exert pressure on them to adhere to what society expects, the social-gender norms. Being driven and propelled by these norms leads women to also meet certain expectations in their leadership roles within organisations. However, this limits the societies' ability to take note of the great strides they can achieve in their respective spaces. It highlights that gender stereotyping is detrimental not only to these women, but also to the organisations and society that should be realising the full value women can bring as leaders and the contribution they can make in driving productivity and efficiency in the workplace (Baker, 2014).

Organisational development and progress can be achieved when individualism is encouraged. Women are unique in their own right, and allowing them to lead as best as they can in their own manner and style will be highly beneficial for the organisations. By embracing the different leadership styles and leveraging the differences, female leaders can prove that their styles will

be beneficial for the business (Baker, 2014). Effective female leadership can be cultivated without needing to be compared to the male counterparts' leadership styles, as long as there is a proven positive outcome.

The following questions posed to participants supported the research question:

- Do you find that you have been subject to agency bias in your role and if so, is it function of your gender or race?
- How would you say your leadership style differs from that of your male counterparts?

3.3 Conclusion

This chapter outlined the research questions for this research study and the supportive literature. The responses from these questions broadened the understanding and knowledge into the leadership strategies and styles that are practised by female leaders in the South African mining industry to successfully lead culturally diverse teams. The following chapter outlines the methodology approach applied in the work and the processes followed in data collection and analysis.

CHAPTER 4: METHODOLOGY

4.1 Purpose of the Research Design

Qualitative research was used for this work to explore the leadership from the various perspectives of the participants (Granow & Asbrock, 2021). The qualitative approach allowed for insight and thorough understanding into exploring the methods used by female leaders when leading culturally diverse teams in male-dominated industries, such as the South African mining industry (Botha, 2017).

4.2 Research Philosophy

This research work was based on leadership or management research. A study that examines the human-business interactions can offer complexity and can be a result of unique situations or experiences. The interpretivist paradigm was employed for this work. Based on the nature of this research, the research had to provide a deep understanding, and not only examine the participants' diverse views on the phenomenon, but to also gain an understanding based on the social context in which they operate (Pham, 2018). Interpretivism allows for an understanding of the differences between the female leaders in their roles as women and as leaders of culturally diverse teams in the mining industry. In this work, the researcher relied on the participants' feedback and thus, needed to establish trust to be given full participation by and input from the participants (Saunders & Lewis, 2018).

4.3 Approach

The study used the inductive approach to theory development. This approach followed a "bottom-up" approach, whereby the researcher did not verify known data, but rather aimed to develop a theory that addresses an existing social dynamic, based on the data collected. The inductive approach moved from a specific observation into a broader generalisation (Saunders & Lewis, 2018). The inductive approach allowed for a thorough understanding of the research context to emerge.

4.4 Methodological Choice

The qualitative research design was used for the work to allow the researcher the opportunity to gain insight into the participants' experiences. A qualitative research provides the researcher the opportunity to study the phenomena in their most natural state, and interpret relationships and the interactions identified (Creswell, 1998). The qualitative method of data collection allowed the researcher to learn about the perceptions and reactions that are only known by the people who experienced the occurrence directly (Granow & Asbrock, 2021), while this data gathering method led to uncovering new knowledge and gaining insights that answered the research questions.

4.5 Research Strategy

In this research, the participants were asked questions according to which they needed to describe their personal experiences, thus giving insight into their lived leadership style. A phenomenological research design was thus used for the work, so that a thorough understanding and exploring of the participants' experiences could be identified (Gill, 2014). With this strategy, the researcher aimed to gain an understanding of the relationship between leadership and culturally diverse teams. Phenomenology allowed the researcher to gain the realist data from the human participants chosen for the study, which acknowledged the real encounters and the socio-cultural and material factors (McGregor, 2020).

4.6 Time Horizon

The time horizon used for this study was cross-sectional. Taking note of the available time to conduct the work, the cross-sectional approach was the most applicable and allowed the researcher to show a "snap-shot" view into the phenomena being studied. In this cross-sectional study, data was collected from the participants over one period of time only.

4.7 Research Methodology and Design

This research resulted in an in-depth understanding of the leadership style female leaders embody when leading diverse workforce teams in the mining industry. This qualitative work

was exploratory in nature, with the aim to provide new, thorough insights with a better understanding of female leadership (SagePublications, 2004).

4.7.1 Population and sample

The population refers to the complete set of group members for a study (Saunders & Lewis, 2018). In this study, the population was female leaders in the South African mining industry who led diverse workforce teams. The researcher did not have access to a full list of female leaders in the mining industry. Also, based on the time limitations for the work, it was not possible to reach the full population in its entirety. The data was therefore collected from a sample of the population to make the research feasible.

The unit of analysis refers to the members of the population a study focuses on. The unit of analysis for this research work was the female leaders leading a culturally diverse team in the South African mining industry. This included individuals from section manager level and above. The sampling technique that was used for this work was non-probability sampling, as the researcher did not have a list of the female leaders in the South African mining industry who led diverse workforce teams. Purposive sampling was used, which involved the researcher selecting a purposive sample of participants who could help the researcher to answer the research questions and address the objectives outlined for the research (Saunders & Lewis, 2018).

The participants were selected based on the criteria set by the researcher, which looked at the participants' gender, the industry the participants work in, the minimum number of years as a leader of diverse teams, and the participant's management level. This purposive sampling was carried out with a criteria-specific sampling strategy, because the participants' selection was based on the participants meeting the set criteria (Myres, 2022).

In qualitative research, the sample size is not driven by the amount of data that needs to be collected, but rather by the saturation point, at which time adding new participants does not result in the emergence of new themes (Staller, 2021). This indicates that the data collection needs to stop when redundancy sets in (Guetterman, 2015). For this research, the researcher conducted interviews of 20 participants (Creswell, 1998). Semi-structured interviews afforded the researcher the ability to gain information that reflected views expressed in literature, but also allowed her to be receptive to gaining the unexpected types of information (Forrest Shull et al., 2008).

The detailed list of the participants can be seen in Appendix A.

4.7.2 Measurement instrument

A semi-structured interview guide was the measurement instrument used for the study. The interview guide was selected, because it was not as formal, but assisted the interview flow and organised the interviews. It was made up of a list of questions as well as notes on the direction the interview should take (Forrest Shull et al., 2008).

The interview guide was made up of themes that the researcher needed to cover in the interviews. These centred on the key constructs of the work, but they were also flexible enough to allow the interview session to flow as naturally as possible (SagePublications, 2004). Through this measurement, the aim was to ensure that the participants were relaxed, fully engaged and willing to share insights on the topic. The interview guide was developed based on the literature and an understanding of the direction the researcher wanted the interviews to go. It was important to ensure that all the information the researcher required from the interviews was covered during this one session per participant, to avoid occurrences of data misrepresentation.

4.7.3 Data collection process

This qualitative study used one data collection technique in the form of semi-structured individual interviews with the female leaders in the South African mining industry. These interviews were used to collect the data and identify the key leadership styles used by female leaders in the mining industry (Forrest Shull et al., 2008), guided by the interview guide. The study was based on a mono-method qualitative study (Saunders & Lewis, 2018). The semi-structured individual interviews ensured consistency and a comparison of the interviewees' views and experiences (Granow & Asbrock, 2021). The interviews were audio recorded and notes were also taken.

A draft of the interview guide used is presented in Appendix C. Using the developed interviewing themes (Granow & Asbrock, 2021), a final interview guide was developed for the context of this research. The interviewing themes were: Warm up; Introduction; Description [experience overview]; Examples [deep dive into successful examples, success factors, challenges, and comparison]; Theorisation [strength, steering, attitudes]; Conclusion; Additions and questions; Closing and thanks.

For this work, 21 interviews were planned, but the researcher was disappointed by the 21st participant, who failed to make time and be available for the planned interview session. A pre-trial or pilot of the interview was conducted (Saunders & Lewis, 2018) to ensure that the

questions are well understood, to identify if the questions will allow the research objective to be met and establish comfort with my method of asking questions (Saunders & Lewis, 2018).

The process carried out in collecting the data for the work was made up of the following steps:

- The participants for the work were contacted via email to set up the research interview sessions.
- The researcher then shared an electronic invite for the session via email with a link the participant could use to connect to MS Teams.
- Not all the interviews could take place on the scheduled day due to the participants' work commitments, therefore some of the sessions had to be rescheduled.
- Consent forms were electronically sent to the participants, which outlined that participation in the research is voluntary. These were signed by the participants and returned to the researcher. A draft of the consent letter can be seen in Appendix B.

The interviews were all conducted in 40-60 minute online sessions (Granow & Asbrock, 2021). The online sessions were the preferred platform for data collection to maintain consistency and avoid introducing any bias to the research. Because not all the female leaders of diverse teams were within the researcher's reach in terms of distance, maintaining the interviews on the online platform was the optimal platform utilised for the work. The sessions were audio recorded using a recorder. The recordings from each session were saved and revisited for the transcribing process.

Throughout the interviews, follow-up questions were applied to gain greater clarity and depth to the participants' responses.

4.7.4 Data analysis and interpretation approach

The data analysis for qualitative research needed to maintain high levels of transparency (Greener & Martelli, 2018) to allow the readers to gain a clear understanding of how findings and conclusions were achieved, while also ensuring that limited bias from the researcher was present in the analysis process. To ensure that transparency was maintained throughout the whole process, the data collection, analysis and discussions needed to be unambiguously stated such that the reader could effectively follow the process with understanding (Greener & Martelli, 2018).

The data collected from the interviews was transcribed using Atlas-ti to ensure that all the information obtained from the interviews was correctly captured. The employed mode of analysis was used to quantify the qualitative data from the interviews. The data was extracted

from the interview text by means of coding. Through coding, the qualitative data was transformed without affecting its objectivity or subjectivity (Forrest Shull et al., 2008). As the interpretive techniques used in this research, coding helped organise the data (A.Oun & Bach, 2014) and structure it logically so as to best answer the research questions outlined in Chapter 3. By protecting the identity of the participants, the responses relative to the key constructs were coded the same for ease of analysis. Using coding allowed the researcher to identify when saturation had been reached at the 17th interview, whereby the creating of new codes reduced as the analysis progressed (Myres, 2022).

The data gathered from the interviews was coded. These codes were further allocated into categories, which were grouped into themes. A comparative approach to the work was applied, to compare the responses received from the participants, so as to uncover the similarities and differences.

The codes and themes from the work are shown in Appendix D.

Triangulation as a method was used to test how valid the information was by applying convergence analysis from multiple sources (Nancy Carter et al., 2014). In this study, it was used to develop an understanding of the phenomena being studied (Nancy Carter et al., 2014). The data triangulation was applied to allow the use of data sets that emerged during the process of the data analysis (Greener & Martelli, 2018).

Triangulation for this work was conducted by examining how female leaders related their leadership style to that of their male colleagues as well as to see what prior research stated about how men lead teams in male-dominated industries.

When conducting research, it is essential that the learnings or outcomes of the work be transferable, credible and trustworthy, because this is what dictates the quality of the research (Golafshani, 2003). The methods that were put in place to ensure credibility, trustworthiness and transferability are referred to as triangulation. Triangulation, as a strategy test in qualitative investigation was used to enhance the degree of validity and reliability in the results (Golafshani, 2003). The data analysis was done using the semantic thematic analysis (Botha, 2017; Granow & Asbrock, 2021).

4.7.5 Quality controls: Validity, reliability and bias

The data collected for the study was done with the aim of making a contribution to the body of knowledge on methods and skills women use when leading culturally diverse teams in male-dominated industries. In an effort to ensure that the data collected in the work was valid, non-biased and reliable, the researcher used an interview guide, outlining the questions and guideline to be followed for the interviews. It is important that all research is valid and reliable, so that it can make a meaningful contribution to the body of knowledge, while it also offers key insights for future research. In research, non-bias is required such that the most real or accurate result is obtained, without the research being influenced or encouraged into a specific direction or outcome.

This study was based on qualitative research and for qualitative research, the data collected had to ensure trustworthiness by demonstrating credibility, transferability, dependability and confirmability (Korstjens & Moser, 2018; Myres, 2022). Credibility looks at the truth-value aspect of the work to verify that confidence can be placed in the research findings (SagePublications, 2004). When measuring credibility, the researcher needed to ensure that the data collected from the interviews was documented and interpreted accurately, and that it identified relevant elements to the study (Korstjens & Moser, 2018; Myres, 2022).

Transferability talks to the ease with which the findings from the research can be transferred to different settings or contexts (SagePublications, 2004). The researcher had to ensure that the learnings and outcomes from the research can be applied to a different setting or groups (Korstjens & Moser, 2018). Dependability talks to ensuring that the analysis process conducted is as per the accepted standards for the respective design (SagePublications, 2004). Good research can be replicated and this formed a key quality control factor for the researcher (Myres, 2022).

Confirmability talks to ensuring that the findings and recommendations of the study are supported by the data received from the data collection process (SagePublications, 2004). It was important for the researcher to demonstrate that the findings of the work portrayed the most accurate version of the responses from the interviews.

4.7.6 Research limitations

The limitations of the research were based on factors that the researcher could not control. The nature of the qualitative work can be subject to a certain degree of bias from the researcher as well as from the participants. The researcher had to be transparent and reflexive about the process followed for data collection, analysis and presentation (SagePublishers,

2017). Another limitation was based on the set time available to complete the work, thus giving only a set time to collect the data. The work was based on a small sample size and within only one industry sector, and therefore, findings from the work cannot be generalised for the entire population.

CHAPTER 5: RESULTS / FINDINGS

5.1 Introduction

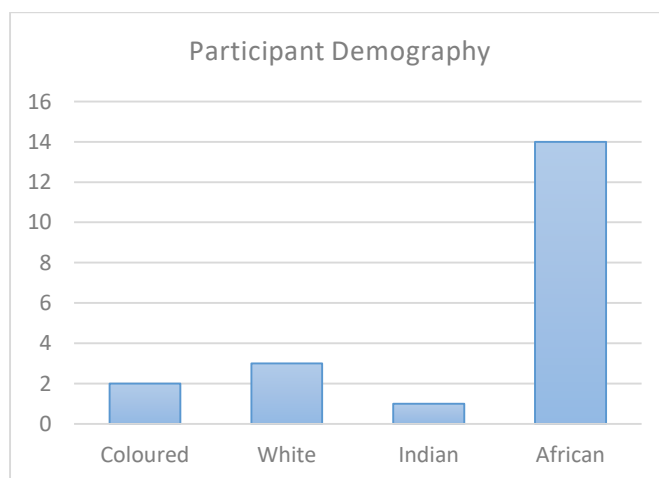
This chapter reflects the findings from the data collected for the research questions outlined in Chapter 3. The outcome is based on the data collected from 20 participants through semi-structured interviews conducted via virtual platforms. All interviews were conducted online to preserve consistency and be accommodative to all the participants. The analysis of the data was in accordance with the common themes identified.

This section commences with the participants' demographic information to provide background context, which is then followed by the analysis of the themes identified for each of the research questions. Chapter 6 will follow with the results' interpretation and discussion.

5.2 Description of Participants

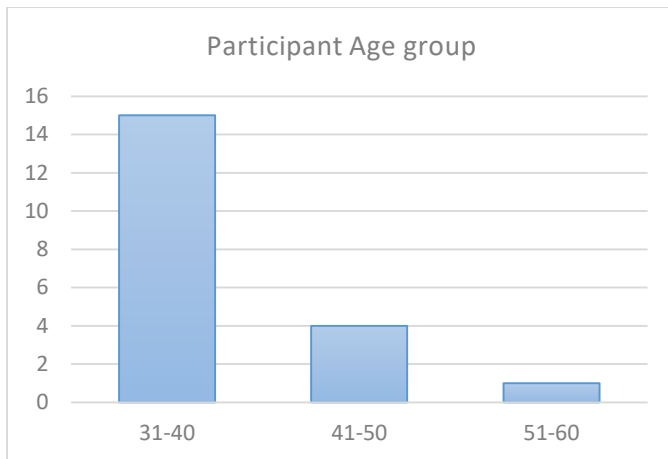
A total of 20 participants were interviewed for the research. The participants were female leaders from various business units in the mining industry. Some of the participants hold legal mining appointments as outlined by the South African Department of Mineral Resources.

The true identity of the participants and their respective details of the organisation have been concealed for this research to preserve their confidentiality. All races and various age groups are represented in the sample, as shown below:



Race	Number of Participants
Coloured	2
White	3
Indian	1
African	14

Figure 1: Participants' racial make up



Age Group	Number of Participants
31-40	15
41-50	4
51-60	1

Figure 2: Participants' age group

5.3 Research Code Developed

The data was collected according to the research methodology outlined in Chapter 4. The results collected were categorised as per the research questions developed for the study. The names of all the participants are concealed to maintain confidentiality as per the terms and conditions of the informed consent obtained from the participants.

The researcher conducted 20 interviews, as a minimum of 12 to 18 (Creswell, 1998) interviews is required before saturation can be reached for qualitative research. The codes were analysed using Atlas-ti, which is a software designed for coding qualitative data. The codes were developed from all 20 interview scripts and coded by the researcher. The initial number of codes obtained were 554 and through merging duplicated codes as informed by their similar meaning, words were eliminated and a final number of 158 codes was used. Saturation was achieved at the 17th interview transcript.

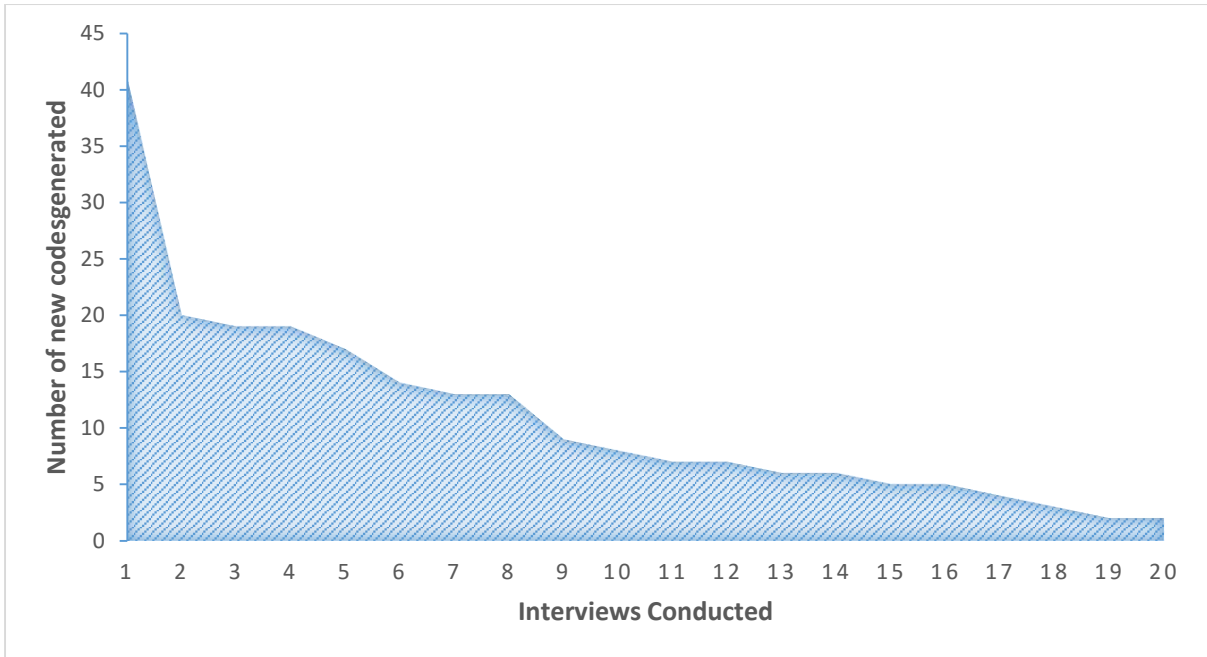


Figure 3: Number of new codes generated per interview

5.4 Analysis of the Interviews

The interviews all started with an outline of the study by the researcher and a brief background question to the participants to establish the participants' description of their roles and their career in the mining industry. The following are the findings of the interviews conducted.

5.4.1 What are the distinct leadership components for female leaders when leading culturally diverse teams?

The research questions are outlined in Chapter 3. The first questions focus on the experience and on the leadership styles.

The themes for the leadership components identified are:

Table 1: Themes addressing Research Question 1

Theme 1: Leadership is based on understanding and effective communication
Theme 2: Male leadership ensures results are achieved
Theme 3: Females are great leaders when they are genuine and true to themselves
Theme 4: Female leaders are able to solicit influence from leading culturally diverse teams

Table 2: Codes for leadership components

Structured leadership	Planning and delivery	Strong willed	Empowering
Demonstrate care and respect	Persuasion and influence	Results driven and focused	Mentorship and development
Strategic thinking	Maintain clarity	Build trust	Supportive
Selflessness	Genuine leadership	Assert boundaries	Teachable
Trusting and dependable	Effective communication	Encourage responsibility	Firm and fair
Adaptable	Regular communication	Engaging	Optimistic
Professional and informed	Understand your team		

The following are some of the responses from the interview candidates:

“You know what I have used more of, I connect with people on a human level, I’ll give you an example when I was supporting Kumba and we were struggling to get the leadership’s time, it took having a conversation with the GM on a flight. I established that he likes running and I like running as well, so we started a 4am running club. During that run, I would pass the ideas of the change we want to implement and that is what worked for us.” – Participant 2

“What I do is to indicate the status quo of the organisation to the team, which I achieve by painting a picture of what is happening now, where the business is and why we are in this state.” – Participant 5

“It’s important to explain where it’s coming from, why and where it’s coming from. Be happy to answer all the questions. For example, with mandatory vaccination that everyone needed to do for compliance, people were told and they didn’t appreciate it. So, I encourage people to do their own research and come and share their points.” – Participant 13

“If you understand the value you are adding, you want to add more value. When people know their value, they push and do their part.” – Participant 16

5.4.1.1 Theme 1: Leadership is based on understanding and effective communication

Effective leadership is found to have a close relationship with effective, clear communication. The power of clear communication has been identified to yield positive results and allow teams to be clear on expectations. It offers an open opportunity to ask for clarity and allows for all team members to be aligned. Below are some of the responses:

“We have a morning meeting daily and get a lot of background ... as possible for them. The level of knowledge. Highlight the benefits of it and it drops the resistance to the

change. I give them time and we have a review discussion for them to indicate concerns and we can discuss how to make it work. Looking forward to give them guidance.” – Participant 3

“I consider myself as a good communicator. I am transparent and with the change I explain the reason for the change, the pros and cons for the change. You will have the experts or change agents, who understand the change well, I communicate with all the impacted and affected parties and involve the change agents.” – Participant 4

“I’m a big communicator. Be clear with the objective, what’s the change, why the change and impact of the change. What differences is it bringing to their day-to-day ... take key stakeholders from inception to completion and make sure you do not lose people along the way.” – Participant 9

Leadership is about being able to influence and the ability to clearly communicate with the team. Because teams are composed of people who work together to achieve a common goal, clarity in communication results in clearly set objectives and a vision that is well understood by everyone in the team. The following are some points shared by the participants:

“Leadership is what motivates them to put in more efforts and do their best. When people are feeling unappreciated, they are demotivated and will be disengaged.” – Participant 10

“Genuine caring leadership is so refreshing, especially in an environment with as much pressure as the mining industry.” – Participant 11

“Leadership is about being real and authentic.” – Participant 14

The participants highlight the importance of being authentic in their leadership definitions, describing it as being real, authentic and true. They acknowledge that it is not always easy to have one form of leadership; however, they agree in how maintaining authenticity is essential for themselves as a leader as well as for their team.

The image of a leader, according to the participants, does not resonate only with the prototypical male figure as the only description of a leader in the mining industry. They believe that seeing female representation in executive teams of several global mining companies is a reflection of the transformation of the industry. The participants agree that as a leader being true to themselves plays an essential role.

5.4.1.2 Theme 2: Male leadership ensures results are achieved

There is a blend of different feelings regarding leadership being gender neutral and the belief that in the male-dominated environment, the gender does play a vital role in how effective they are believed to be as a leader. Three of the 20 participants indicate and suggest that in the mining industry, effective team leadership is achieved by men, which highlights that some female leaders in the industry still subconsciously doubt their own leadership capabilities in the presence of male leaders. Below are some of the responses to the question on whether it is more important to have agency traits than communion traits and why:

“The industry is so male-dominated and the women try to suppress the natural nurturing capability and try to be like men, because the system is judging them like men, not as the women are, simply because the industry is male-dominated. As women, we are becoming like men. The culture affects how the women tend to need to adopt their leadership. The nurturing approach is viewed to not help get deliverables.” – Participant 2

“Agency traits definitely. A militant approach is still required in the industry and it does yield results. What I have seen is if you speak and explain the impact and the reputation damage that follows work not being done or even producing low quality work, it is difficult to get them to take accountability and understand. So, it leads you to understand that to protect your reputation, you have to be militant.” – Participant 5

“Being agentic doesn’t work as well for women, because when men do it it’s expected, it’s normal and that’s how it has to be done. When a woman does it, then people start pushing you down that you are trying to be tough, that you are on your high horse.” – Participant 16

Most of the participants believe in the importance of genuine leadership, where women do not try to be like men in how they lead the teams. Below are some of the received responses:

“I have found it to be effective to be assertive and genuine as a leader.” – Participant 1

“It’s important that you are assertive when it is required, but not all the time. It’s essential when things are not going well. Otherwise we need to praise people, so they continue to work hard. I had an instant where there was a delay with the month-end reporting.” – Participant 4

“I believe it’s important for people to be real and true to who they are. The industry has mainly been run by the assertive approach, but it does not work for everyone and for every situation.” – Participant 6

“I believe it’s more important to be yourself. Genuine caring leadership is so refreshing, especially in an environment with as much pressure as the mining industry.” – Participant 11

With the strongly male-dominated nature of the industry, 11 out of 20 participants agree that it is important to be oneself and be genuine as a leader in order to achieve the biggest impact and lead effectively and efficiently. It is important to note that the general understanding among the participants that leading based on another person’s reference or style is not beneficial to another individual’s leadership style and that maintaining authenticity results in the most efficient leadership practices.

5.4.1.3 Theme 3: Females are great leaders when they are genuine and true to themselves

Participants agree that leadership is about being true and genuine to oneself and towards one’s team. They agree that their ability to influence the team also plays a key role in how well they do and how well their team can rely on them. Women still feel the judgement they receive based on how they look, but agree that being genuine and thereby achieving the proper results is more important. Below are some of the responses:

“So you know, there’re a lot of perceptions that people make out about what you look like. As I say, I will happily wear my lipstick, wear my hair and it’s ok. People think if you do fix your hair, you wear lipstick, then you are soft. I think the perception is the confusion that people will make from just looking at you.” – Participant 6

“It is, as young woman it’s very prevalent. The assumption is she’s young and doesn’t know what she’s doing. For example, the teams keep asking, if I have done short-term planning.” – Participant 16

“The stereotype against women exists just because you are a woman. You need to prove your competency. It happens at every level, where the other people will judge you as a woman. And it does not stop, you will be judged because you are ...” – Participant 4

“Women of colour need to always prove themselves to get the same recognition. So to only prove yourself, basically. But for me, I’m delicate to myself, because I know what I’m capable of.” – Participant 1

“I always had to work harder at everything I was doing. With time, we have started getting more females climbing the ranks and they are seen for their competency.” – Participant 11

Authentic leadership as a woman is essential for acceptance, according to the participants. For women to try to be like men or to try and portray male leadership does not resonate positively with the team, with 6 out of 20 participants indicating that it is also exhausting for women to behave and try to lead like men:

“And it's not healthy in their approach ... in the sort of ... for the ladies. I think they are a little bit tough, but I always say to the women in mining ... to say we don't have to be men.” – Participant 6

“The unfortunate part is when the ladies who come into leadership do the same thing as the male counterparts who come into the leadership do the same.” – Participant 20

5.4.1.4 Theme 4: Female leaders are able to solicit influence from the culturally diverse teams

Based on the participants' responses, female leaders strongly believe in the power of influence and persuade their teams. This stems from the female leaders' belief in providing their teams with the opportunity to execute the task once they understand the importance thereof. Below are some of the responses from the participants:

“If you convince the most difficult person in the room about the need for this change, and then other people, you are being followed.” – Participant 6

“The softness has a way of encouraging people to do the work.” – Participant 7

“This led me to change my leadership style to being softer and more forgiving.” – Participant 19

It is clear from the above that some of these female leaders use their feminine skills and qualities to their benefit. Having the ability to influence and persuade others as a leader results in yielding results and for these women to have identified how to achieve it is of importance to their leadership success.

It was interesting that no concern to the team's gender dynamics was experienced by the leaders of the culturally diverse teams. This indicates that teams are able to establish healthy working relationships without prevalent discrimination or attack to the fellow-members' gender differences.

5.4.2 In the male-dominated space, do women as the out-group have the required skills to lead the teams?

The second research question focused on the leadership skills female leaders require in the mining industry to lead the culturally diverse teams, especially because of their out-group status these women occupy in the male-dominated environment. The themes for the leadership skills identified from the interviews are shown below:

Table 3: Themes addressing Research Question 2

Theme 1: Wives and maids
Theme 2: Comparison to male leadership
Theme 3: Hierarchy and Militant structures
Theme 4: The need to prove yourself as a woman

The leadership definitions the participants give when describing their leadership styles are tabulated below:

Table 4: Codes for leadership skills

Transformational	Relational Leadership	Drive Accountability	An Enabler
Situational Leadership	Open-minded	Consistent	Collaborative
Empowering leadership	Motivating	Confrontational Leadership	Active team engagements
Authoritative	Authentic	Assertiveness	Compassionate
Supportive	Trusting and Dependable	Inclusive leadership	Firm and Fair
Teachable			

5.4.2.1 Theme 1: Wives and maids: "Lack-of-fit"

Female leaders indicate that they have experienced discrimination, which others highlight also as disrespect from their male colleagues and is seen to be a result of their gender. These treatments marginalise women to the position of being perceived as "maids" or even "non-opinionated wives", which indicates how the men in the industry refer to women. It is clear that men still struggle to accept women in the position they hold in the industry. Below are some of the responses by the participating female leaders:

"In my team of peers, I am younger and I get my competency questioned and the men's wives are mostly housewives, so the men still think they can just give instructions. It's difficult to earn the respect from the men, especially as a leader. As a woman you need to push harder." – Participant 14

“I used to believe that the treatment is because they relate Black women to their maids. While some are just used to their wives. Men are not used to women being in that space. They do not understand why you can speak up as the woman because of their limited reference” – Participant 16

“...in our HOD team, there're only two females in a team of ten colleagues. When something is set up, like a meeting, then one of the guys says “the girls” should set it up, which shows the prevalent level of disrespect they still have for us.” – Participant 8

“The same applies for White males in how they view Black females, there they can generally be used as a Black woman being their maids and they struggle to get to a point where they need to report to one.” – Participant 10

Males in the mining industry seem to find it challenging to accept female leaders as their counterparts, and the participants identify this by judging the treatment they give them. Women are still feeling marginalised, and are treated in a manner that makes them feel denigrated to the treatment men give a maid and their wives. The women are not feeling accepted and the under-representativeness of women in the industry does not help to get men used to having women in leadership positions and accepting them as such:

“This happens as well, because as women, we are not there in numbers. If the woman is under-represented, the men do not have a model of what a woman is capable of doing, but they always relate women to what their wives would do.” – Participant 16

“The men generally can't accept that we are peers and that we are equals. The other thing which is upsetting happens with jokes from the men.” – Participant 14

“For me it's important that in a team, representation is maintained and it's important that we add to the puzzle.” – Participant 13

5.4.2.2 Theme 2: Comparison to male leadership

Female representation in leadership positions is increasing in the mining industry; however, women in such leadership positions are still compared to their male counterparts, with the male colleagues still being celebrated for being more assertive or even aggressive:

“As an industry, we are celebrating the wrong thing. It's good that the industry is starting to realise that bringing more people in the room and you can achieve it by creating representation, because now there's better representation in the CEO role.” – Participant 13

“We are now more assertive and women are more empowered and have a combination of the traits now. Women have a softer way of doing things and understand that you do not need to be rude to get results. Society is changing and empowering women in their respective spaces.” – Participant 1

“Remember, when dealing with the production teams, assertiveness plays a role in emphasising the urgency to the teams and also expressing your position as a leader. Men adopted it quite heavily, having been the majority of the people in the mines.” – Participant 2

“Women are trying to make strides to move to being gentle. People act on when women embody the male kind of leadership style – it is taken more seriously. Being assertive as a woman in this industry is perceived as being a bully. What works for women is to do what the male counterparts do as much as they will be seen as being too much.” – Participant 5

The participating women’s leadership styles tend to vary a lot, but there is a dominant trait identification of adopting a compassionate and encouraging leadership style. Nine out of 20 participants also agree that they are situational leaders, changing their leadership style according to the prevalent situation and task. Below are the responses obtained:

“My leadership style changes, depending on the role and teams I’m leading. I have a collaborative leadership style, but when required, I also become very autocratic. I do this because over time, I have learned that depending on the situation, you will need to be a different kind of leader.” – Participant 2

“The leadership style needs to be adaptable to what is happening at the time.” – Participant 5

Female leaders in the mining industry have also been noted to demonstrate agentic leadership, which has been noted to resonate with male leadership. Below are the responses received:

“I find that as women, yes you do get one or two who also show the same level of aggression as the males in their leadership teams.” – Participant 2

“Also, as a woman, if you do not give that level of defectiveness, bordering on dictatorship to get the task executed, you end up with the work not getting done.” – Participant 5

Some of the participants agree that demonstrating the agency trait is no longer progressive for the mining industry, as there is now a different workforce present in the industry, many of whom are also younger people.

“The aggression and then the autocracy that we know mining being is slowly fading away, because of the people that we are hiring. We’re no longer hiring employees that come from Lesotho and Zimbabwe who are compelled to this job, we’re hiring people who are educated, who have options, people who can choose to go be an influencer, then sit and listen to your instructions and mistreatment the whole day.” – Participant 7

“I believe gone are the days where people need to shout to get action or productivity. Mining is at a point, where we need to acknowledge and realise that we are working with human beings.” – Participant 15

“Being assertive and firm is important, but aggression makes people fear you which makes it easy for them to not perform to the best of their ability because they are scared”- Participant 20

5.4.2.3 Theme 3: Hierarchy and militant structures

The mining industry has previously been known as a hierarchical industry and it is noteworthy that there are participants who still believe that in leadership it is important to be militant in one’s leadership style and that hierarchy needs to be strictly adhered to:

“It’s like when I relay the urgency with which something should be done, showing the militant leadership makes them reluctant as well. If I was of a different age and gender, the militant traits would not be as harshly judged.” – Participant 5

“The industry and the organisation is still very authoritative, which influences my leadership style to being very hierarchical and requiring me to be very strict. For example, hierarchy is so important that I do not just walk into my boss’ office, because it’s very strict.” – Participant 9

Some female leaders believe that effective leadership is achieved through developing a level of adaptability, and the understanding that leadership should not take one out of one’s true character:

“As a woman, you cannot behave like a man and be screaming and shouting at people for them to respect you, because you lose yourself in the process.” – Participant 14

Most participants believe that the militant-inspired and extremely autocratic leadership style is not effective and does not result in positive business outcomes, at least not for them, as it is counterproductive, especially among the younger workforce in the industry, where anti-authoritarian views are more often found.

5.4.2.4 Theme 4: The need to prove yourself as a woman

The female leaders in the mining industry indicated that they feel the pressure associated with the need to prove themselves at all times. This is as a result of what is expected from and of them, what they believe others expect of them, irrespective of whether this is true or not, and whether others believe that they are capable to hold down their positions and achieve success.

“Women of colour need to always prove themselves to get the same recognition” – Participant 1

“As a female, you still need to prove yourself.” – Participant 2

“You need to prove your competency. It happens at every level where the other people will judge you as a woman.” – Participant 4

“We need to prove them differently...” – Participant 8

“The people who had not worked with me ... I had to prove myself to them and allow them to know I’m there because I can.” – Participant 9

“You always need to prove yourself and it becomes easy to compromise yourself. The element to prove yourself seems like it never goes away.” – Participant 16

The participants indicate that the need to prove themselves is not only something they experience as new graduates or new employees in the organisation, but rather that it is something that is ongoing throughout their careers. They believe that the main cause of such need to prove themselves is based on gender inequality, whereby they have to prove that they are competent. This bias is caused by a patriarchal society, and even by one’s upbringing, where girls are often still taught to be subservient to men: fathers, uncles and siblings. This then continues in the world of work. Women who want to change this prejudice must thus not only slowly change the attitudes of their male colleagues and superiors, but also watch how they act in their private lives and in their communities. Subservient behaviour there will lead to change being very slow in society and in male-dominated industries.

5.5 Conclusion

The findings indicate that leading culturally diverse teams can be achieved equally successfully by males and females. The participants agree that genuine, authentic leadership surpasses any benefit gained from leadership styles that portray what has been expected of male leaders. The female leaders in this study believe in the power of communication with their team and the importance of transparency. Understanding the teams' diversity allows these leaders to better implement ways to lead their teams. Taking account of the effect on the diversity element results in the continuous need for leaders to be adaptive to the differences, and even to different circumstances to lead the team in an effective manner. These female leaders also report that the diversity of age groups plays a key role in their leadership approach, as more well-educated young people are recruited into the mining industry, who do not accept militant, authoritarian leadership styles.

There is a clear distinction made between male and female leadership styles in that women bring empathetic leadership to the teams, which is influenced by their nurturing and supportive approach. Participants believe in the importance of embracing this characteristic in their leadership style, because it allows them to be genuine, and that it presents them with a power in terms of building communal understanding and coherence within the diverse teams. Analysis reveals that some women in the industry still try to copy the agentic male leadership styles and their performance in crafting their own leadership approach; however, most of the participants believe in the power of authentic female leadership.

Inclusion of women in the mining industry still faces challenges based on limited tolerance and acceptance of women in leadership roles. The micro-aggressions women face in the industry from their male colleagues still comes through strongly and still leaves women feeling the need to be defensive and having to demand respect and equal treatment. Women still face barriers of acceptance in the industry, which affects women at the various levels of their career development. They highlight the importance of being a curious and inquisitive leader in the leadership roles, which is their ability to ask questions and seek clarity from their diverse teams. This behaviour, showing a willingness to learn has been noted to encourage the team's participation and also enrich the leader's knowledge base.

In conclusion, the participants agree that female leaders still struggle to achieve credible inclusion in the mining industry. Their leadership style, however, is effective in achieving the necessary productivity levels and fostering commitment in diverse teams. While self-doubt is not a challenge for these women, however, they still feel they have to constantly prove

themselves in every role they occupy in the industry, irrespective of their qualifications or experience.

CHAPTER 6: DISCUSSION

6.1 Introduction

This chapter outlines the discussion of the results obtained from the study and presented in chapter 5. This study was made up of one-on-one virtually conducted interviews by the researcher with 20 female leaders in the South African mining industry to establish the mode of leadership they use in leading culturally diverse teams. This chapter discusses the findings, taking into account the content of the literature reviews as presented in Chapter 2.

6.2 Discussion of Results for Research Question 1

Research question 1: *What are the distinct leadership components for female leaders when leading culturally diverse teams?*

This question aimed to identify the leadership traits female leaders use in leading culturally diverse teams in the mining industry. Cultural diversity refers to differences in cultural or traditional beliefs and values of individuals, and is informed by individuals' cultural background. It influences the individuals' personal commitment towards others and the ease of collaboration (Granow & Asbrock, 2021). Culture is formed by mental programmes based on individuals' personal and social experiences formed throughout a person's life (Hofstede & Hofstede, 2010), while diversity addresses what makes people uniquely different. Leading culturally diverse teams will demand of the leader to account for the individual and the team's needs in such a way that neither is compromised. On an organisational level, organisations embody a culture that refers to the way in which work is conducted in the business. Organisational culture plays a major role in the way workers experience job satisfaction (Pawirosumarto et al., 2016), employee motivation, and employee morale (Sharm et al., 2020).

In the past, leadership was always associated with men holding all management and senior job titles and positions, and these relied on male-centred personality traits such as assertiveness and aggression (Post, 2015). The behaviour of leaders in leading teams can be explained by the Social Learning Theory, which outlines that the teams' behaviour is closely related to the treatment by their leader.

The sections to follow will discuss the findings from Research Question 1:

6.2.1 Leadership based on understanding and effective communication

Female leaders confirmed that maintaining clear communication resulted in stronger team dynamics, which in turn, enhanced team participation and information sharing. These leaders expressed their high regard for open communication and transparency to enhance trust and encourage team ownership. This ties up with the findings by Shaban S. (2016), who identified that when working with a diverse workforce it is important to have efficient communication skills as a leader.

The female leaders highlighted the importance of communication spanning across the different areas of their leadership. They highlighted that effective and clear communication plays a big role in setting the direction for the team and also when change is to be implemented. Because of the various beliefs, values and personalities associated with culturally diverse teams (Carrim & Nkomo, 2016), change of operation can result in challenges having to be enforced and leading to non-cooperativeness of the team members. Effective and open communication allows the team to better understand the problems and why change was needed by affording them the opportunity to ask clarifying questions and confirm their understanding thereof. Having the clearer understanding allows the team to feel empowered and makes it easier for establishing ownership.

Leading culturally diverse teams, leaders found that being clear in communicating and ensuring understanding from the team members resulted in a more efficient delivery of requirements and made sure mutual understanding was maintained in the team, more so because of the differences in the cultural backgrounds of the team members. This ties up with what Ochieng et al. (2009) indicated, stating that multicultural team communication and effective team interactions stimulate efficient team culture formation (Ochieng & Price, 2009). This highlighted the importance of being clear as a leader when communicating with the team.

6.2.2 Male leadership ensures results are achieved

The mining industry still has a high representation of males and is thus sparsely represented by women, and especially so in leadership positions. This study found that women still experienced the employees showing higher levels of trust in and comfort with male leadership than towards women in leadership positions. This was strongly influenced by the male-orientated culture of the industry, where the leadership rooms used to be filled by males (Gipson et al., 2017). While a few women had moved into the industry and even achieved management or leadership roles, there was still an unwritten understanding that their leadership style of reference had to be that used by males.

Participants agreed that leadership should be gender neutral and that success as a leader is not and should never be dependent on the leaders' gender. However, it was noted that the strong sense of ongoing male orientation and patriarchy in the mining industry has led to higher recognition and trust being automatically granted to male leaders over their female counterparts as leaders. This has been noted by the female leaders through observing greater levels of recognition and trust being offered to male leaders for their work done, and the "watered down" version for female leaders.

The mining industry's traditional culture is one of male leadership and it still has a greater preference for masculine leadership ideals (Gipson et al., 2017). This agrees with Ortner (2022), who indicates that power dynamics in the mining industry are still mainly based on the hierarchal structure of the industry. This inherent patriarchal position of the mining organisations leads to the formation of behaviours, beliefs, values and cultures that are difficult to change or eradicate. The participants indicated that the derogatory treatment of women can lead women to a point where they try to copy male-inspired behaviours, which end up negatively affecting them, because of the added pressure such unnatural behaviour places on them and also the constant need to suppress their natural personality trait.

Representation of the participants was dominated by the <40-year-olds and it was pleasing to note the high regard for authentic leadership applied by so many female leaders in the male-dominated space. Genuine or authentic leadership is based on the leader portraying leadership that comes naturally to them, and in a manner that is most effective with the least added effort. It is about being oneself and comfortably letting it show through one's leadership style. A level of assertion and firmness will still be required of the female leader; however, it is important to note that female leaders in the prime of their working careers need to be comfortable in their roles and that leading needs to be true to who they are.

6.2.3 Females are great leaders when they are genuine and true to themselves

Being a woman in the mining industry is at times thought of by their male colleagues as being the person with painted nails, lipstick and making no profitable contribution to the organisation. This view easily leads women to feel that the need to copy the male-inspired agency characteristics and behaviours to prove their capability in their roles. The participants of this study strongly advised that women need to be true to who they are, and show the characteristics specific to them without fear of others' perceptions. They believed that leadership's influence on the team is essential for progressive growth, but that this influence heavily relied on the leader being genuine and honest.

Typically, female characteristics can vary across individuals, and judgements about them can make women feel inferior or incapable. Women are primarily evaluated in terms of their appearance rather than their abilities and intellectual capacity (Ellemers, 2018). As the out-group in the mining industry, women are already in a position of a slight disadvantage, because of the comparison that is made between them and their male colleagues. As stated by the Social Identity Theory, the need for humans to belong, and the desire to be fully accepted by the in-group is very big and results in the out-group adopting higher levels of non-content, leading to a constant perception that they need to be like those in the in-group, so that they will be accepted. Only the realisation that they can never be men will allow these women to embrace their femininity and harness their potential as women and better establish themselves as leaders.

Females working in male-dominated industries confirmed the stereotypical expectations of women and the belief in their inability to survive, cope or excel in their roles in the mining industry. When such stereotypical revelations were found to be untrue, instead of this presenting men and the broader society the opportunity to revise their biased expectation of women, society decided that the exceptionally successful female leaders were not representative of their gender (Ellemers, 2018).

When men or women break through the barriers of such biased expectation of the existing stereotypes, they are seen as not being true reflections of their gender (Gipson et al., 2017); for example, men who behave communally, will be seen as weak or insecure mainly by their peers, because they have violated the masculine stereotype. Women who are more agentic are described as being insufficiently pleasant to be with, which leads to great emotions of dislike against them (Ellemers, 2018).

6.2.4 Female leaders are able to solicit influence from leading culturally diverse teams

Literature associates effective leadership with the leader's ability to influence and persuade teams into pursuing a common goal (Ramthun & Matkin, 2012). Most of the participants agreed that the influence they have on their teams is related to their level of knowledge, which suggests that when one has been deemed knowledgeable, the degree to which one can solicit influence is greater than if it is not the case. Other participants also highlighted the importance of allowing their teams to question and challenge decisions as an effective means to reach an agreement or to gain buy-in. They indicated that they encouraged questioning and being challenged by the team when new ideas were presented. In so doing the leaders also achieve a certain level of learning from their teams and allowing and encouraging conversation results

in higher levels of engagement from the team members, which is good for enhanced team cohesion (Beal & Burke, 2003).

Some participants highlighted the need to influence the most difficult person in the room so that they could then be given support in achieving influence. The mining culture is still highly reliant on traditional cultures and working according to “the way things are done around here”. Finding ways to convince and influence the most difficult individuals, the participants have found to effectively get the rest of the teams to participate.

The ability to influence others positively allows the leader to take their followers along with them on the journey. Influence is built upon trust, which the team must have in the leader. When a leader is trusted, followers more easily gravitate to the leader’s influence and persuasion.

6.2.5 Conclusive findings for Research Question 1

Research question 1 aimed to establish the leadership traits female leaders use in leading culturally diverse teams in the mining industry. The research findings concluded that female leadership and their leadership style are still new to the mining industry. With the industry having high levels of patriarchy (Toyin Ajibade Adisa et al., 2019), the belief and value systems of the industry still inherently have higher levels of trust and regard for the male leader over the female leader. This disagrees with the findings of (Gartzia & Baniandrés, 2019), who state that leadership should be gender neutral and that it is about the effectiveness of the leader and how well insight is gained. Therefore, in theory and based on the findings reported by these participants, the most authentic leadership style should determine how good a leader is and not their gender. The mining industry still has high regard for gender-imposed roles and a patriarchal culture.

Women enter the mining industry with no comparative leadership point of reference, which can mainly be attributed to the low female representation, especially in leadership roles. As a result, women need to establish their personal, most effective mode of leadership to employ in their efforts to achieve results. The high representation of men in the industry (Statista, n.d) means there are enough people available who teach and coach women on leadership. These female leaders view the success the male leadership manage to achieve and this tempts them sometimes to adopt the same agentic style of leadership, although it is unnatural for them, as they tend to be better communicators and embrace cooperation.

The research has demonstrated that female leaders adopting male agentic leadership styles is not beneficial for them in the long term; it is detrimental for the wellbeing of the female leader

as well as for the teams they are leading (Ellemer, 2018). Adopting the more masculine, more aggressive or dominant style of leadership results in women abandoning their own competitive advantages of being better communicators and more easily embodying the male leadership style. The research suggests that authentic leadership is the best kind of leadership women can employ in the mining industry, where the women are genuine in how they lead the teams, because as the out-group, women are not yet considered part of the male environment in the mining industry and will continue to be harshly judged when they do try to take on male characteristics.

6.3 Discussion of Results for Research Question 2

Research question 2: *In the male-dominated space, do women as the out-group have the required skills to lead the teams?*

This research question focused on the leadership skills female leaders need to possess and apply in the mining industry to lead culturally diverse teams. This is especially important because of the out-group status females occupy in the male-dominated environment.

The section below will discuss the findings regarding Research Question 2.

6.3.1 Wives and maids: “Lack-of-fit”

The participants in the study were at best uneasy about, and at worst negatively affected by the biased and prejudiced treatment women in the mining industry faced, which disregarded them as leaders and regarded them as being less capable than their male counterparts. Women were repeatedly subjected to rude and disrespectful treatments, where men treated them in the way they treated their wives or maids. These men disregarded the female leaders' input and expected these female leaders to still make and serve them coffee or take minutes.

Participants highlighted that this disrespectful treatment was not exclusive to the younger women, but that it was something that continued throughout their career. This suggests the unwillingness for men to accept the new working environment that dictates that women will have to be given equal opportunities, and are equally capable to master their roles. This resonates with the Role Congruity Theory, which classifies women's capabilities as determined by the culturally-crafted traditional roles associated with women as homemakers, nurturers, mothers and wives (Baker, 2014). The socialisation prejudice against women is also propagated by endorsement of sexist views against women, which are associated with acceptance of domestic subordination and violence against women (Ellemer, 2018). Thus,

in many ways, the male-dominated environment in the mining industry is a reflection of the patriarchal attitudes still held by the greater sections of the South African society.

6.3.2 Comparison to male leadership

Men usually attribute agentic traits, such as aggression and dominance (Badura et al., 2018) as their ideal leadership traits, while women are attributed with communal traits (Dutz et al., 2022). The participants of this study agreed that the industry's culture fosters ongoing comparisons between females and their male colleagues. They are compared according to their ability to excel and achieve productivity. This comparison disregards the female leaders' strengths of creating cohesive teams, communicating well and thereby enhancing employees' buy-in and commitment. Instead, single-minded comparisons continue the perception that female leaders should operate in the same manner as men, using identical leadership styles. Participants felt that this attitude within the industry was used, because the mining industry continued to celebrate outdated "virtues" in leadership, which included oppressive behaviours, militant and autocratic behaviour, a lack of "care" for employees and a higher level of aggression.

The participants agreed that a compassionate and nurturing approach to leadership can be equally, if not even more effective and does not negate the need for female leaders sometimes to be firm when the situation requires it. This talks to the generally supported need to be an adaptive leader and that the adaptability, which leaders embody, allows them to better deal with different situations and be able to lead irrespective of the circumstances. Adopting a rational approach to different situations was also highly supported by the participants.

It should be considered that while male leadership is generally characterised as agentic, it was highlighted by some of the participants that male leadership is also gradually evolving and that the mining sector is also starting to see more communal males. This aligns with some proposition (Ellemers, 2018) that men are not incapable of being more nurturing and caring despite their high testosterone levels (Ellemers, 2018).

6.3.3 Hierarchy and militant structures

Hierarchical structures refer to distinctive organisational power distribution organograms. These structures are clear on who the decision-makers in the organisation are and they set them apart from the rest of the workforce (Eagly & Sczesny, 2019). Some of the participants believed that as female leaders in the mining industry, maintaining the militant and hierarchical structures was a defined way to gain respect and collaboration within the teams. It is the understanding that the output and productivity expected from the teams is a function of maintaining hierarchical approaches and some leaders including a militant leadership style.

Hierarchical structures are the only kind of leadership structures that prevailed in the mining industry in the past, where leadership was autocratic, aggressive and forceful, based on the understanding that instructions were not questioned or challenged. The workforce in the mining industry is now comprised mostly of younger employees. This generation of employees seeks clarity and they are inquisitive (Deloitte, 2022). Expectation of compliance or adherence to instructions for this group can effectively be achieved through the use of their inquisitive and questioning nature, while an autocratic approach will not motivate them to comply.

Some participants highlighted the importance to be relational as a leader, when leading culturally diverse teams. This relational ability allows the leaders to be able to relate to the teams. This was identified to encourage the team's strength and foster trust and care regarding the subordinates. It contradicts the militant approach, which suggests the absence of a relational capability.

6.3.4 The need to prove oneself as a woman

The participants highlighted that the mining industry required them to always prove themselves and their capability in their role and in the industry, irrespective of their seniority level. This talks to the blatant lack of the industry to accept that female leaders have the necessary capabilities and skills needed for the job.

The expectation by the mining sector senior leaders as well as male employees that women have to prove themselves suggests a disregard for their education, training and skills or capabilities and a lack of trust in their abilities. Gender stereotypes affect both men and women and affect the perceived potential of males and females to hold down specific functions and roles in the industry. Such stereotyping tends to influence the career development and income levels for men and women; leading to or keeping the status quo of gender inequality and its effects on individuals in the work environment. Women are as a result less likely to be considered for promotional roles to allow them to occupy more senior positions than their male colleagues (Ellemers, 2018). Excuses or reasons given as to why such promotions are not given are reflections of the stereotyped expectations that women will "want to marry", "have children", be "off sick" or "take off because of sick children", and "not be able to work long hours / after-hours". Men are never considered as having to take care of their children.

The prevalence of gender inequality in the industry serves as the main driver for the persistent inequality of women and results in the constant need for women to have to prove themselves, irrespective of their level of leadership, tenure or experience. Such gender inequality has been found to be very prevalent in developing countries (Du et al., 2021). Progressive gender attitudes will play a vital role to aid the transition towards gender equality.

6.3.5 Conclusive findings for Research Question 2

Cultural norms, based upon patriarchal viewpoints and values have been found to perpetuate gender inequality in society and this is seen also in the workplace (Du et al., 2021). Women have not felt welcome in male-dominated industries because of the treatment they are given by the men in these companies, both by colleagues and superiors. More often than not, women are looked upon in the same way these men regard and treat their domestic help or their wife by considering the females in terms of the roles women play in their lives (Hentschel et al., 2019). Males in these industries are patriarchal, they believe it needs physical strength and aggression to be able to work in these industries and technical skills. They do not associate any of these characteristics with women, irrespective of their educational qualifications or experience, and they struggle to come to terms with women moving into their male-dominated workplace. It is especially difficult for them to accept women being promoted to senior management or executive roles and then being senior colleagues or even their superiors.

Female leadership styles are not the typical male leadership styles. The mining industry's employees and decision-makers need to learn to leverage the different strengths that each type of leadership encompasses, without the need to compare the two styles. If the focus were to be on enhancing the strengths and enabling differences between male and female managers and leaders, it would positively influence how well organisations are run (Gartzia & Baniandrés, 2019).

The current hierarchy in the mining companies is characterised by power structures. However, as the workforce is changing its profile and evolving into a younger, better educated workforce that includes females, the autocratic and hierarchal structures present a demotivating role. This is because employees acknowledge the important roles of senior leadership, but they do not want to be made to feel as if they do not have the skills and abilities to hold down more senior roles, and especially female employees who move into more senior roles want to be treated with respect and shown that they belong in those roles.

6.4 Conclusion

Female leaders leading culturally diverse teams still feel high levels of hostility being raised against them. Women comprise of the minority in the mining industry and there are still many challenges to be removed, before they will be treated and acknowledged as equals. There are still overriding expectations for women in leadership to have to behave like men in leadership

positions. At the same time, many colleagues or superiors still expect these female leaders to fulfil the domestic-inspired roles such as making and serving tea for the male colleagues or organising meetings for them. This indicates the limited acknowledgement men working in the mining industry have for women working in the leadership roles.

Progress in the industry relies on women feeling free to embrace their femininity and at the same time boldly showcasing their capabilities in their leadership roles. The behaviour of their male colleagues needs to shift from sexism, devaluing and rendering women incapable of their roles to seeing women as true equals. Some of the constructs emerging from this study highlighted factors required for successful female leadership leading culturally diverse teams in the mining industry are shown below:

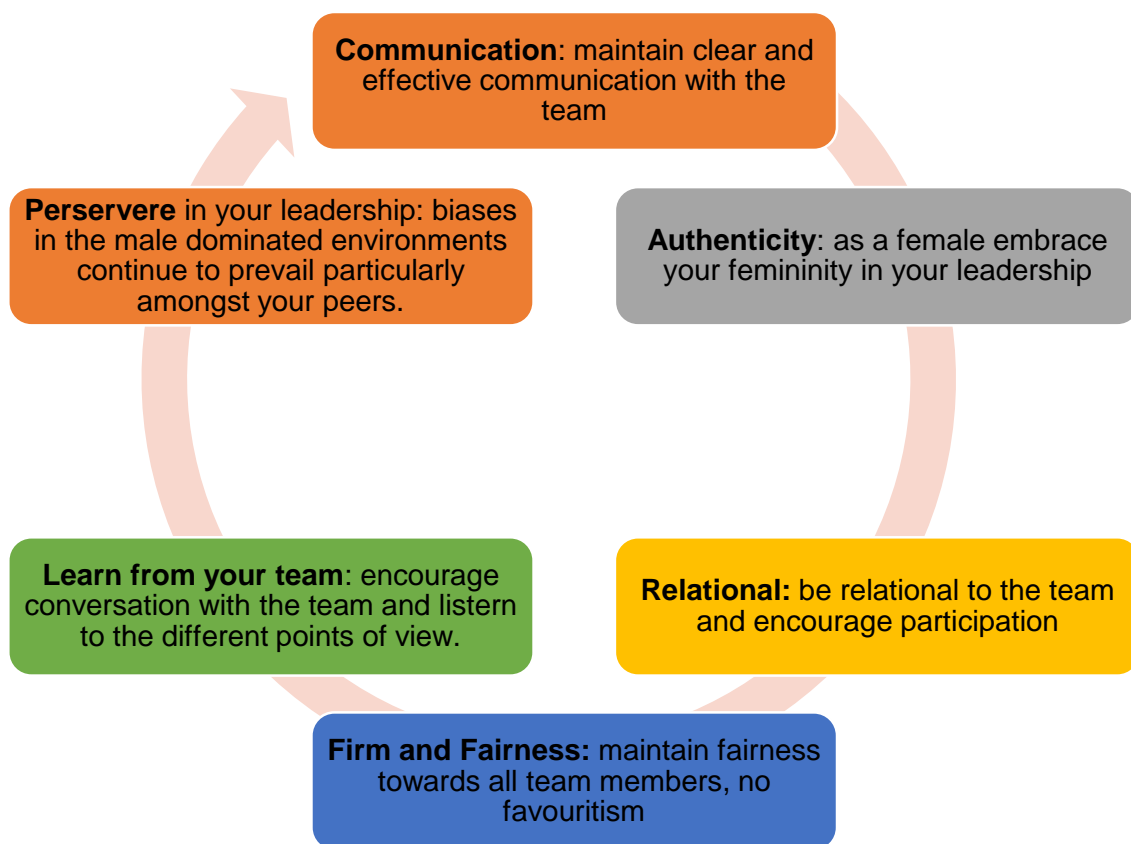


Figure 4: Female leadership leading culturally diverse teams model [Source: Researcher's Own]

Women have been identified from the various studies in literature to be faced with the dilemma that not only do they have to “work double as hard” as their male colleagues to prove themselves at work, but they also have to manage the dual role they hold down in their private lives, where they can be wives and mothers, caregivers and homemakers. In addition, their age, race and level of education (Solomon & Steyn, 2017) can further influence their acceptance at the workplace. This is one of the reasons why many employers prefer not to

hire women, as they expect them to leave to get married or raise a family, or take too much time off when they need to look after their private commitments. At the same time, most women have been shown to be perfectly capable of managing their career as well as their private lives, while most men still “abandon” their family responsibilities in favour of their careers or “delegate” them to their female partners.

The next chapter draws the study to a close. It will outline the conclusion and recommendations of the work.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

Chapter 1 outlined the challenges female leaders face, because of a lack of inclusive practices in the mining industry. The effect and consequence of the social and gender norms in this process was highlighted. Based on the targets set by the Mining Charter, the urgency of the industry having to show progress regarding gender equality was touched on. In this chapter, the research findings are summarised. The recommendations to address the research problem are outlined and future areas of study are suggested.

7.2 Summary of the Study

The study identified the traits and skills female leaders leading culturally diverse teams tend to apply in the mining industry. Most women are by nature nurturers and compassionate beings (Badura et al., 2018; Eagly & Sczesny, 2019; Post, 2015), while the mining industry is a labour intensive, hierarchal and male-dominated environment. Based on the societal, social and gender norms people are exposed to, these values, beliefs and prejudices or stereotypes are also transferred into the workplace. They influence how people perceive one another and how they work together. Based on such set of values and cultures, the mind-set of the male colleagues within the mining industry towards acknowledging the females in leadership remains a challenge. Many female leaders therefore find it difficult to fit into the male-biased expectations of how they should lead to achieve productivity of their employees. The women's approach towards establishing a genuine and authentic form of leadership has been identified to be more successful for them than copying a more aggressive or autocratic leadership style in leading culturally diverse teams. Coupled with the situational leadership, this affords women the opportunity to be true to themselves and their own natural leadership style, and be comfortable enough to change to situational leadership or even firmer instructions when required.

7.3 Conclusions Based on the Findings of the Study

7.3.1 Research Question 1: What are the distinct leadership components for female leaders when leading culturally diverse teams?

The study's findings indicated that the leadership components when leading culturally diverse teams were generally similar for most women, which highlighted the universal challenges women face in the mining industry. It is important that women assert their boundaries early on in their leadership roles, to make it clear to colleagues as well as subordinates what they will and will not be willing to tolerate. Taking long to assert the boundaries has been found to encourage the creation of blurred lines, which would lead to overfamiliarity and a lack of respect towards the female leader.

It is very important for new leaders and thus also female leaders to build trust with the team. It affords the female leader the ability to depend on the team and the team to also depend on her. Female leaders believe strongly in empowering their teams. Demonstrating the trust through empowering the team makes the team members more confident and encourages their participation. Care and mutual respect allow the team to understand that in the working environment, the team is the closest group of people the leaders work with. Healthy working relationships are grounded on establishing the care for the individuals as well as their personal performance within the team, and certainly the respect shown towards everyone. Maintaining authenticity and being genuine is also a key component for female leadership and it encourages the team to be reliable and unlikely to be non-authentic.

The female leaders will have to be results driven, without being aggressive, rude or ignoring signs that the team cannot manage. This is when the female leader will have to find and offer solutions together with the team. Trusting one's team to deliver and ensuring that they have the resources they need to deliver allows the teams to achieve the desired objectives and do so in a healthy environment.

7.3.2 Research Question 2: In the male-dominated space, do women as the out-group have the required skills to lead the teams?

The findings indicated that the skills the female leaders need to lead the culturally diverse teams are a combination of being assertive, but showing compassion at the same time. The assertive leadership speaks to the leader's ability to be clear and firm in all her communication. To be decisive and maintaining clarity ensures that everyone knows what needs to be done by when and whom, and the clarity makes sure that the team understands the tasks the leader has outlined. The leaders have to ensure that there are clear lines between expressed

compassion and understanding on the one hand, and potential abuses of such compassion on the other hand. The compassion leadership aspect emanates from the leader not suppressing their female instinctive type of leadership. It is important to be considerate of the team, however the team should at all times be clear of what is tolerated and what is not. Maintaining clarity in communication while being compassionate introduces a caring element to the leadership style, but does not allow for the leader to be misunderstood. It is important that the female leader makes sure that everyone is aligned to the corporate goals and strategies, and that there are no blurred lines or misunderstandings.

Literature has indicated that the level of agency associated with a role is a function of the level of the job position in the organisation, whereby higher level job positions are associated with agentic traits (Rosette & Tost, 2010). In this work, the researcher disagrees with this particularly in the SA mining industry context. The low representation of women in leadership in the industry has led to less mentors and hardly any female mentors being available for the younger female employees. As a result, the younger females are mentored and coached by males, who are generally more agentic in their leadership, as informed by the inherent mining culture. When the female employees realise that men's ability to gain better productivity from their teams when they are agentic, it makes it more attractive for the women to try and copy this approach to ensure that the production requirements are always met and that their ability as leaders does not get questioned. However, copying an unnatural manner of leading does not enhance these women's credibility or their wellbeing. Instead, they have to revert to being authentic leaders.

7.4 Conclusion

While South Africa has successfully moved into a democratic era and society, many traditional inherited values and beliefs have not changed much over the past 30 years of post-apartheid. The country is still a predominantly patriarchal society, where males continue to dominate in senior management positions in most industries. This is especially the case in the industries that are typically associated with masculine and male dominant presence, industries such as mining, construction and technical environments. Despite Black men having taken over many senior positions in companies, there is still a strong presence also of White men in those roles, while women hold most of the junior and mid-management roles. This means that leadership styles remained strongly orientated towards the patriarchal, assertive-aggressive and autocratic styles, where hierarchy ruled the decision-making ladder. In most cases, the access of women to any leadership positions was very limited, and when such promotion took place, these women were expected to adopt a style similar to that of the male leaders in order to

achieve productivity and corporate goals. This included the display of a directive approach to subordinates. When female leaders realised that assertiveness was expected of them for successful management, they tried to change their behaviour, but they were then criticised for being too assertive “for a woman”, and it conflicted with their natural identity and personality traits as women (Carrim & Nkomo, 2016).

Women’s identity conflict also emerged in their workplace conflicts, because in most Black families, conflict was handled by the fathers and brothers, which in the workplace translated in these women’s inability to engage in open confrontations with colleagues. However, female leaders, and especially those from a Black family background or White families that had strong patriarchal structures, had to learn to stand up for their own rights and boundaries, and learn how to achieve respect and compliance from their subordinates and colleagues in order to position themselves as true leaders in the working environment (Carrim & Nkomo, 2016).

Many female leaders had to compromise how they expressed their identities and adapt to fit into the male-dominated environment of the mining industry, starting with putting in a lot of effort to integrate with the teams. This was closely followed by the need for women to adapt from their cultural or traditional norms and develop the confidence and assertiveness to approach conflict, partake confidently in cross-gendered conversations and in some situations even compromise their cultural beliefs and understand the reality that comes with the working place (Carrim & Nkomo, 2016). Most of these women lacked female role models who had already achieved credibility and success, and this in turn, means that they will have to become the role models for future female leaders. Increasing the number of female leaders in these male-dominated industries will result in the diverse cultures learning to tolerate and accept each other, changing the limiting single-norm male leadership characterisation to exist together with the communal one of female leaders (Du et al., 2021; Koenig et al., 2011). It will take generations to change society and the values or beliefs held in traditional sections of society. It will also take years before all companies will be able to fully embrace gender equality in all positions and roles at the workplace, and eradicate discrimination, prejudice and stereotyping. It will depend in part on the successful examples by female leaders holding “their own” in the workplace, without having to perpetuate the perception by their male colleagues that they need to be given special treatment and permissions because they are women. These female leaders will have to prove that to them, equal rights and treatment come with equal duties and commitments if they wish to gain the respect of their colleagues.

This work used the social identity framework to identify the distinct leadership components female leaders use in leading culturally diverse teams and also to establish if women as the

outgroup have the required skills to lead the teams. The research indicated that the female leaders in the mining industry are still the outgroup and demonstrated the experiences and treatments they endure in the working environment, which casts them out as the outgroup. The in-group is characterised by male leaders who possess the prototype of agentic type of leadership and do portray the characteristics of how socially we have come to know leadership (Dutz et al., 2022). The research indicated that although females are the outgroup, they do have the required leadership components in leading the culturally diverse teams in the mining industry, which include effective communication, situational leadership traits and adaptability to name a few. These female leaders demonstrated that not all female leaders in the male dominated industry have the prototype of agentic leadership, but that they do have the skills required in leading the culturally diverse teams.

7.5 Theoretical contribution

This study examined the Social Identity Theory Framework, which states that the basic categorisation of people is attributed to similar factors and leads to the formation of in-groups and out-groups (Hogg et al., 2017). This is based on individuals' mental programming, which influences how well individuals integrate with one another. The research indicated that even in the work environment, this occurs and in the male-dominated industry, the out-group gives reference to the women working in a male-dominated environment. The out-group classification can result in women experiencing feelings of inadequacy. In culturally diverse teams, it becomes important that the female leaders need to develop the superordinate identity and ensure that they are not seen to favour some over others, applying their excellent communication skills and remaining transparent at all times. Ideally, they will adjust their leadership style to the emerging situations and combine being communal with also being firm and decisive.

The identified manner in which female leaders lead culturally diverse teams will serve as a basis, which new female leaders can utilise in leading their teams. Other than female leaders trying to copy the agentic leadership style of their male colleagues, adopting leadership practices from other women in management positions will provide better support for the new leaders.

7.6 Implications for Management and Other Relevant Stakeholders

This work has provided insight into the challenges that female leaders in the South African mining industry experience in leading culturally diverse teams. The challenges have been identified to span across the prejudiced and sometimes even rude treatment the female leaders receive from the male colleagues, which mirrors the social and cultural influences that are still characteristic of traditional South Africa. Within the diverse teams these women lead, the female leaders have not found any evidence that their gender has any less of a positive influence on the team to perform their respective tasks than men achieve such function. The research has however identified that maintaining authenticity and an increased willingness to learn allows the leaders to lead their teams even more effectively. Understanding and embracing people's differences positively encourages culturally diverse teams.

7.7 Research Limitations

Qualitative research is content-specific research that cannot be generalised to the entire public. This work focused on a small sample size that constituted a small representation of the public component of female leaders leading culturally diverse teams in the South African mining industry, so conclusive comments could not be made for the whole industry or other industry sectors. The study's focus was on the female leaders' lived experiences and it thus presents their individual, maybe over-emphasised perspectives, but the impact of the response bias was limited through asking open-ended questions. It should be noted that the researcher is not a seasoned researcher, which limited her coding and analysis skills.

7.8 Recommendations

7.8.1 Training and development for the female leaders in the mining industry

Female leaders enter the mining industry or are promoted within the industry, and thereby they are faced with a demanding environment with high deliverables. Their management roles mean that they will have to work with teams of people with varying beliefs and values, which they need to manage and guide into a specific direction towards achieving a common goal. Establishing guidance processes for potential and current female leaders and training would assist these women to better understand the male-dominated environment. They will have to acknowledge the need to develop their own authentic leadership style that embraces the clear goal orientation of the company, without losing themselves in the "games" being played by

patriarchal men or the aggressive intricacies of the mining industry. Establishing focused leadership development would result in a high return on investment for the mining organisations, because they are based on targeted development (Scheepers & Storm, 2019).

7.8.2 Leadership support for female leaders

Women in leadership feel limited support to embrace their true personalities and leadership style. The participants in the study indicated the power in leading in a nurturing manner; however, they also highlighted how exhausting and draining it becomes when they are continuously faced with challenges to their roles and having to prove themselves more than any of their male colleagues. Many of these women believe that they are expected to be agentic before they are considered worthy of the role. This leads women to portray the agentic characteristics (Dutz et al., 2022), despite such traits being foreign to most of them. Implementing formal support programmes for women in the industry will help empower women and present a forum for women to share learnings and methods to best be genuine, but also not need to step out of their natural personalities, particularly because there is power in being communal as a leader (Badura et al., 2018; Dutz et al., 2022).

7.8.3 EQ training for the male colleagues

For centuries, women have not been afforded to work in the mining industry, let alone be allowed to hold leadership positions in the South African mining industry. Social and gender norms have influenced and fuelled the societal understanding and perception of women, which is based on their traditional roles of caregivers, and looking after the family and the home. Working in the mining industry together with female leaders is a “new normal”, which male leaders and colleagues have to come to terms with. Many men find this a challenge, as they live in a society, where the women’s role used to be exclusively domestic and this led to men’s inability to separate expectations of women in their home and those in the work environment. To achieve such change in perception, it will be up to women to also change the way they raise their children and treat them as equals with equal duties. At the same time, the mining industry needs to create or develop training programmes for male leader’s EQ development. These sessions should clarify the presence of female leaders in the company and indicate that this is the “new normal” for the industry, according to the Mining Charter.

7.9 Conclusions

Female leaders in the South African mining industry, who led culturally diverse teams experience several challenging conditions that are a function of a range of different factors. Diverse teams – and in this study referring to the different gender, race and age groups – present their particular values and beliefs that are implanted in them from childhood. These influence and inform their individual behaviours, values and habits. In a team, diverse individuals come together and have to work together towards achieving a common goal. It will be the role not only of the mining companies to achieve the optimal environments for such teams and their leaders to achieve the best performance possible, but also the role of men and women to find new ways of working with each other in a respectful, dignified manner, each with their own natural or authentic leadership styles.

7.10 Future Studies

There is an incongruity between male and female leadership styles, and this subjects women to prejudice, bias and stereotyping. It results in an environment that is seen by many as illustrating a lack-of-fit for female leaders (Gipson et al., 2017).

Therefore, future studies will have to assess the criteria organisations apply when they make leadership decisions. Leader development is essential in helping organisations become more effective (Gipson et al., 2017), therefore, leader development programmes in the mining industry need to be analysed and the extent to which they include women, and whether such programmes allow women to become authentic leaders or whether they are forced into the “male” leadership styles. Future studies need to explore the effect or role of race and ethnicity, age, religion/other faith-based groupings and other diversity dimensions on female leadership experiences (Gipson et al., 2017).

Research should also be conducted on the parental, caregiver or school/tertiary education institutions’ influence on women’s choice to work in the mines and how this relates to their leadership style. This is because fathers have been found to be role models for their daughters in the daughter's career market decisions (Olivetti et al., 2020).

APPENDICES

8.1 Appendix A: List of respondents

Participant	Age	Race	Position
Participant 1	34	Coloured	Business Improvement Manager
Participant 2	40	African	Business Development Manager
Participant 3	44	Indian	Safety Manager
Participant 4	37	African	Mining Manager
Participant 5	33	African	Planning Manager
Participant 6	35	African	Engineering Section Manager
Participant 7	33	African	Mining Manager
Participant 8	33	African	Group Environmental manager
Participant 9	35	African	Mining Manager
Participant 10	34	African	Energy tracking Manager
Participant 11	36	African	Technical Services Manager
Participant 12	42	African	Safety Manager
Participant 13	34	African	Business Improvement Manager
Participant 14	40	Coloured	Financial Manager
Participant 15	60	White	Risk Manager
Participant 16	35	African	Principal Mine Planning Manager
Participant 17	37	African	Senior Rock Engineer
Participant 18	34	White	Head of Business IM
Participant 19	34	White	Engineering Section Manager
Participant 20	42	African	Environmental Specialist Manager

8.2 Appendix B: Consent Form

Gordon Institute of Business Science

University of Pretoria

Proforma Consent Letter

Good day

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA.

I am conducting research on female leaders and am trying to find out more about the leadership style they employ in the South African mining industry. Our interview is expected to last about an hour and will help us understand how the leaders lead culturally diverse teams. **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.

Kelebone Mofokeng
27260412@mygibs.co.za
071 385 1223

Dr Michele Ruiters
RuitersM@gibs.co.za
011 771 4000

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

8.3 Appendix C: Interview guide

1	<u>Warm Up</u>
1.1.	- introduce myself as the researcher and the basis on my work
1.2.	- allow any questions
1.3.	- indicate the nature of the research and information to be collected
2	<u>Introduction [background]</u>
2.1.	Please tell me about yourself, your position and your career in the organisation and industry.
3	<u>Description [experience overview]</u>
3.1.	Do you lead a culturally diverse team? Can you describe your team to me what are some of the sources of diversity within your team?
3.2.	How would you describe your leadership style, what has informed it and does it differ from your male peers?
3.3.	Women's leadership has been associated with communion which includes team building, emotional intelligence and transformational leadership. We are seen to be more relational. Men's leadership has been associated with agency, assertiveness, ambition and independence. What are your thoughts on these comparisons?
3.4.	Have you been and can you share an example when you were penalised for being too communal or relational in your role? do you think it's a function of your gender or race? In your industry is it more important to have agency than communion traits?
4	<u>Examples [deep dive into successful examples, success factors, challenges, comparison]</u>
4.1.	Do you find that surface level demographic characteristics [race, sex, age] evoke responses which cause basic social categorisation treatments within the team by the team members?
4.2.	Diversity has been shown to deliver very important business outcomes. How does your leadership style influence innovation and creativity in your diverse team? Is there a benefit in diversity in your team?
4.3.	Does a team member's higher educational level allow for more responsibility in terms of tasks and cognition?
5	<u>Theorization [strength, steering, attitudes]</u>
5.1.	Does the team's gender dynamics influence your impact on the individuals?
5.2.	What strategies or key considerations do you take note of when leading a culturally diverse team into a new venture or change to be implemented?
5.3.	Do you find that a team that you spend more time with functions better than a team you work with for a shorter period of time? If yes, why?
6	<u>Conclusion</u>
7	<u>Additions and questions</u>
8	<u>Closing and thanks</u>

8.4 Appendix D: List of codes used

Theme: Leadership		
Category	Codes	
Skills	Collaborative leadership Compassion Confrontational leadership Consistent Drive accountability Effective communication Empowering leadership Firm and fair Inclusive leadership	Motivating Open-minded Relational leadership Situational leadership Supportive Teachable Transformational Trusting and dependable
Category	Codes	
Traits	Adaptable Assert boundaries Build trust Collaborative Demonstrate care and respect Employee mentorship and development Empowering Encourage responsibility Engaging Genuine leadership Maintain clarity	Optimistic Persuasion and influence Planning and delivery Professional and informed Regular communication Results driven and focused Selfless Strategic thinking Strong willed Structured leadership Understand your team
Theme: Female Leaders		
Category	Codes	
Challenges faced	Biases: social-, gender norms Under-representation Need to demand respect	High levels of patriarchy Criticism Prove your competency
Category	Codes	
Pressures	To be genuine No female reference	Expectations To be like men
Theme: Male Leaders		
Category	Codes	
Style	Agentic Aggressive Assertive	Communal Determined Hierarchical
Category	Codes	
Behaviours and challenges	Mistrusting Entrenched mind-set	Sexualising women Dislike for women
Theme: Cultural Diverse Teams		
Category	Codes	
Effect of level of education	No effect	Plays a role in task execution
Category	Codes	
Effect of duration in role	New entrants	Old residing members

8.5 Appendix E: Networks identified



Figure 5: Leadership traits network diagram

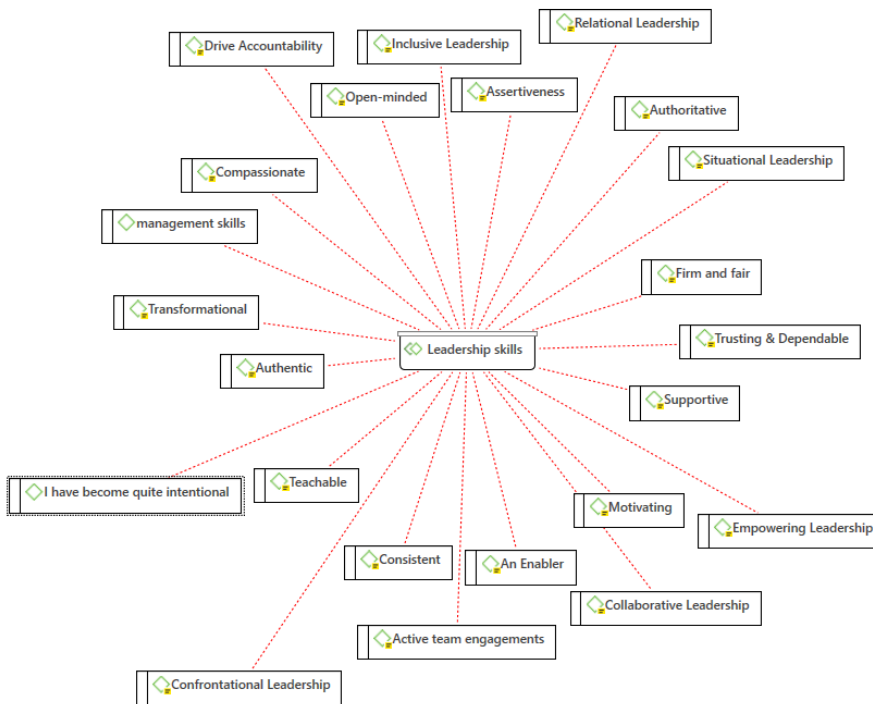


Figure 6: Leadership skills network diagram

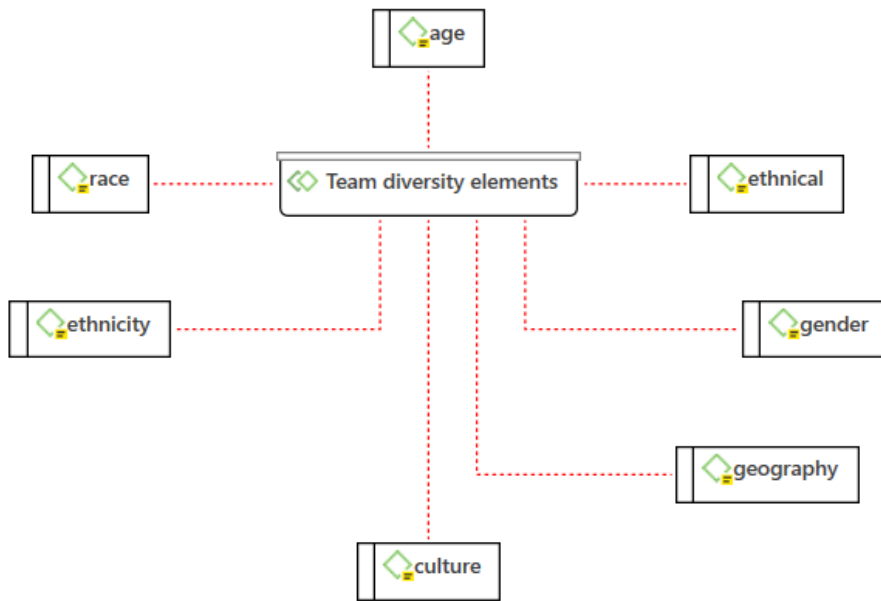


Figure 7: Team diversity elements network diagram

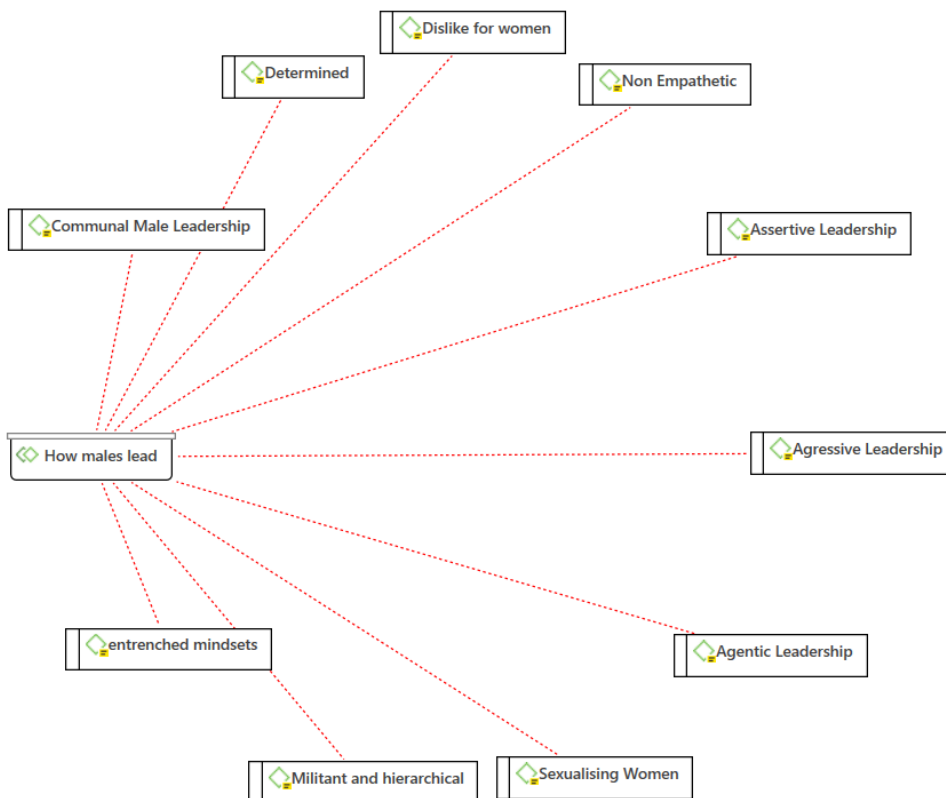


Figure 8: Male leadership traits network diagram

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