



**INVESTIGATING CHALLENGES FACED BY FEMALES IN SENIOR POSITIONS  
AT TRANSNET PORT TERMINALS, RICHARDS BAY**

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# **TITLE**

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## DECLARATION OF ORIGINALITY

**I, Zandile Mnyandu (215075865), declare that:**

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- ii.** This dissertation has not been submitted for any degree or examination at any other tertiary institution.
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**Signature:**

**Date:**

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## **LIST OF ACRONYMS**

<b>B TECH</b>	Bachelor of Technology
<b>BWASA</b>	Business Women’s Association of South Africa
<b>CAQDAS</b>	Computer Assisted Qualitative Data Analysis Software
<b>COO</b>	Chief Operations Officer
<b>HR</b>	Human Resources
<b>ILO</b>	International Organised Labour
<b>IT</b>	Information Technology
<b>LBC</b>	Local Business Committee
<b>MEC</b>	Member of Executive Council
<b>PDP</b>	Personal Development Plan
<b>RCB</b>	Richards Bay
<b>SAHO</b>	South African History Online
<b>SATAWU</b>	South African Transport Association of Workers Union
<b>SHEQ, R &amp; C</b>	Safety Health Environment Quality, Risk and Compliance
<b>TPT</b>	Transnet Port Terminals
<b>UK</b>	United Kingdom
<b>UNTU</b>	United National Transport Union
<b>US</b>	United State of America

## **ABSTRACT**

The body of knowledge investigated stagnating numbers of women in leadership. However, to support such studies the need to focus on empirical studies of the challenges females in positions of power and authority deal with on a daily basis, is of vital importance. The barriers and obstacles of dealing with seniors, subordinates and equals in relations to customers on service delivery and contractors of Transnet Port Terminals, Richards Bay.

This study contributed to the existing body of knowledge by looking at the literature related to women in leadership/ management roles in the South African context and the kind of obstacles and barriers that exist within the Terminals. There are four dimensions that the literature focused on in relation to dynamics of women in leadership roles, in corporate sphere, the labour force, political and academic circles. The barriers that females in senior positions are gender and age stereotype, lack of honesty on performance issues, lack of adequate support when it comes to position of authority and the fact that people still perceive women as weak in decision-making.

Females in leadership positions at the Terminals are adequately skilled, qualified and placed in relevant positions for potential growth. The lacking skills and experience are within the engineering and technical department hence this shows that there is still so much work to be done to empower females with such skills. Inequalities still exist in gender and qualification and there is a need to groom enough women in leadership, academics and engineering:

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# **CHAPTER 1**

## **INTRODUCTION TO THE STUDY**

### **1.1 INTRODUCTION**

Since World War two modern societies have gradually accepted females into leadership roles. Golda Meir in Israel, Margaret Thatcher in the UK and in South Africa Maria Ramos being at the helm of Barclays Africa are but three of many examples of females that have contributed significantly to the economy. That having been said, often females have to break through a proverbial glass ceiling and contend with prejudice where leadership roles have been male dominated. The old male chauvinist view is that “a women’s place is in the kitchen, barefoot and pregnant”, is untrue, as corporations such as Transnet at their Port Terminals in Richards Bay have empowered females to become dynamic leaders. This study looks at how females in senior positions have managed to negate the stereotype and overcome challenges and obstacles within their roles. These females are managers of the sections at Transnet Port Terminals, Richards Bay (hereafter called terminals).

South African industry and commerce used to be dominated by men, women had to prove themselves to become leaders of choice in their teams, Whelan (2013:55) argues that barriers to women in leadership can be understood through a social psychological perspective that most organisations seem not to understand. The author argues that unconscious bias in most organisations can explain the reason why barriers still exist for women in leadership, although many programmes and initiatives are being introduced to address such challenges.

### **1.2 BACKGROUND AND STUDY SITE**

Although women have been seen as mothers and baby cradlers, they have made great strides to change this stereotype. As far back as 1956, women marched to the Union Buildings to protest against the pass laws. Mulaudzi (2012:1) and SAHO (2015:1) argue that no demonstration by women has surpassed the 1956 protest. This shows that women have the will to play any leadership role, as they mobilised about 20 000 women nationally. This study tried

to answer questions relating to the level at which women are represented in leadership by investigating the challenges, barriers and the kind of support these female leaders require for their overall performance at the terminals.

The terminals are situated in the port of Richards Bay on the north coast of KwaZulu-Natal. The terminals have potential and are under expansion. The Port of Richards Bay is a deep sea water sea port, consisting of thirteen (13) berths which accommodate Cape and Panama sized vessels. The terminals introduced initiatives and programmes to address shortage of women in leadership, this was done to close the gap between men and women in leadership. In terms of human capital programmes as part of the strategy of empowering women, the terminals have the following programmes: Talent Management Programme, International Relations, Women Development and the Balanced Scorecard approach (Transnet Port Terminals, 2013).

Regardless of such efforts to ensure women are empowered to excel in their position of authority, the barriers still exist. The terminals have not ignored the importance of ensuring that women take priority in their turnaround strategy, as there are three areas that look at empowering women in leadership: the Leadership Development Programme, International Relations, and Women Development. According to Transnet Port Terminals (2014:1), Transnet offers opportunities to learn through part-time bursaries and through a joint project with University of Antwerp, in Europe to develop people in skills within maritime corporation and a programme called 'women in operation' that looks at developing at least ten (10) women each year to lead in a male-dominated environment through vigorous training.

### **1.3 PROBLEM STATEMENT**

Despite the strides and progress made by South Africa through its statutes of ensuring females are represented in positions of power and authority, females continue to face challenges. Transnet Port Terminals had an obligation of ensuring females with right skills, qualifications and education are employed as managers and leaders of their section. This is argued by Nijat and Murtazashvili (2015) that regardless of all the efforts of ensuring women are emerging in

management and leadership but they are perceived as symbolic and have weak decision making when placed in positions of power. The Employment Equity Act and Affirmative Action are the legislations that empowers women to take up a leadership and management role. However there are still men that think when women are in a position of authority it just for an affirmative action rather than actual skills and qualifications to do the job.

Many modern organisations have seized the opportunity to empower females in the workplace and the Terminals have done so in principle, in policy and in deed. In spite of this, one continually hears about barriers to the success of female managers and leaders. This research focused on the obstacles and challenges female managers and leaders at the Terminals faced in being successful in their jobs (Catalyst, 2007; Chandler, 2011; Ernest and Young, 2015; Fisher, 2013, Lennon, 2012; Nijat, 2015 and Thornton, 2015). According to De la Rey, Jankelowitz and Suffla (2003), women are still not represented in positions of power and leadership although there is workforce increase.

#### **1.4 OBJECTIVES OF THE STUDY**

This study investigated the challenges faced by females in senior position at Transnet Port Terminal, Richards Bay. This was done by exploring and investigating the challenges women had to go through in ensuring that they lead the organisation. The approach used to overcome challenges they had experienced working with customers, unions notwithstanding having to lead a male-dominated corporation.

The objectives of the study, within the context of female leaders at the Terminals were to consider challenges female leaders had in terms of:

- The barriers in relation to dealing with other employees at varying levels at the Terminals.
- The challenges faced when dealing with customers, trade unions and contractors at the Terminals.
- Determining the type of skills and qualifications these female leaders possess.

- Determining the experience female leaders have acquired since their employment at the Terminals.

## **1.5 RESEARCH QUESTIONS**

The study addresses the following research questions:

- What are the barriers in relation to dealing with other employees within the Terminals?
- What are the challenges that female leaders face when dealing with customers and other contractors of the Terminals?
- What type of skills and qualifications do female leaders in the Terminals possess?
- What type of experience have female leaders acquired since their employment in the Richards Bay Terminals?

## **1.6 AIM OF THE STUDY**

The primary aim of this study was to investigate the challenges that female leaders at the Richards Bay Terminal experienced in order to learn from them and thus make recommendations to senior management on how to address the barriers female leaders face. The study has identified areas where these women require support, notwithstanding the leadership qualities they have developed and adopted in their working environment to gear them up for success.

## **1.7 SIGNIFICANCE OF THE STUDY**

This research has identified areas where female leaders have overcome barriers to success and as such the work is significant as Transnet Port Terminals will be able to put steps in place to reduce such barriers when dealing with customers, subordinates and their principals. Regoniel (2015) argues that the significance of the study should emerge from the problem statement. This significance of the study is therefore two-fold, i.e. it makes both an academic and a professional contribution to the organisation by contributing to the body of knowledge in the organisation, then significantly addresses the challenges female leaders have dealt with and recommendations to Transnet Port Terminals.

## **1.8 CHAPTER OUTLINE**

This dissertation is outlined as follows:

### **Chapter 1: Introduction**

This chapter is composed of six sub-sections, namely: introduction to the study, background and study site, research problem statement, significance of the study, purpose and objectives of the study, and research questions.

### **Chapter 2: Literature Review**

This chapter provides a literature review and theoretical framework associated with women in leadership. The relationship between the literature and the theoretical framework is established. This chapter underpins the theoretical framework associated with barriers women face in leadership, and such models are analysed at length. The stagnating growth of women in leadership is expressed through four dynamic theories and models, i.e. glass ceiling, motherhood, old boys' club, and leadership trait theory. Some evidence based on previous empirical research is drawn on in referring to what has brought about the stagnating growth of women in leadership.

### **Chapter 3: Research Methodology**

This chapter defines the research design and methodology this study follows by examining types of research method. This study uses the qualitative research method, in spite of having to outline the sampling strategy; data collection is made using interviews, with unstructured questionnaires as a tool, followed by analysis, ethical issues, and limitations to the study.

### **Chapter 4: Presentation and Discussion of Findings**

This chapter focuses on presenting the form of figures and tables. This chapter presents the views of participants on the topic, by drawing relationships between the objectives, questions and the literature and prove the models related to barriers faced by women in leadership. The types of barriers women experienced in their leadership when dealing with employees, customers, trade unions and contractors of Transnet Port Terminals, Richards Bay.

## **Chapter 5: Conclusions and Recommendations**

The conclusions and recommendations are presented together with suggestions for further research. Recommendations are made in order that the terminals can improve in the light of the research to remove barriers to success for female managers and leaders.

### **1.9 CONCLUSION**

This chapter has presented the problem and the objectives of the research concerning barriers that females in leadership positions at the terminals face from male colleagues who are opposed to female leaders, from clients and sundry sources. This research set out to determine how females in leadership at the Terminals overcame obstacles and presents recommendations to terminal management to address the obstacles to the success of female managers and leaders. This study is divided into five chapters and each chapter outlines the aspects that are relevant to the research. The next chapter presents a review of relevant literature.

## **CHAPTER 2**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 INTRODUCTION**

Chapter one provided the background and study site, the problem statement, the significance of the study, the research questions, and the study's purpose and objectives. This chapter provides a literature review on women in management and leadership and four leadership theories as described by different authors, i.e. glass ceiling, old boys' club, motherhood and leadership trait theory (Hoobler, Lemmon, & Wayne, 2011; Qian, 2016).

Parker (2015) states that South African women seem to be more likely to do better in political, leadership roles and in business compared to men but South Africa seems to be moving very slowly towards such change. The kind of stagnating change and emancipation has created obstacles for women when they are in leadership. Their abilities and capabilities are sometimes being disregarded because of the lack of understanding that women, like men make great leaders. According to BWASA (2011) some of the challenges include dealing with all types of stereotypes, working in a male dominated environment, lack of adequate support, lack of career-pathing and advancement, and absence of role female role models and mentorship programmes.

#### **2. 2 MANAGEMENT AND LEADERSHIP- IN A NUTSHELL**

Popovici (2012) defines management as a process concerned with organisational goal setting and achieving by defining it into objectives which can be attainable over a set period of time. This can be done through planning, organising, controlling and leading the organisation towards a certain direction by forecasting, coordinating, training, monitoring and evaluating performance of the business. The author believes that though there are similarities between management and leadership there are also differences. Hence the author refers to leadership as the ability to influence others by creating a followership, having ability to give guidance and

that leadership is a calling therefore it should flourish natural while management is career guided skills that can be mastered over a certain period of time through training, exposure and experience.

Popovici (2012) draws similarities and differences between leadership and management. He sees leadership and management as two different concepts with notion that allows them to be used interchangeably. Management is perceived as a career, while leadership is a calling. Ali (2012:980-982) defines leadership in terms of having to understand human resources through an advanced leadership model called the CLICKS PRIDE model. The author sees this as a conceptual framework because a number of concepts are used to describe CLICKS, i.e. c-communication, l-learning, i-influence, c- confidence, k-knowledge, s-strategy; and PRIDE, i.e. p-priorities, r-relationships, i-integrity, d-delegation, and e-e-dimension. According to Barr and Dowding (2012), leadership remains a very elusive concept. Every author that has written about leadership has a certain perspective about it, yet there seems to be no agreement on the characteristics thereof. Northouse (2012) feels that leadership is an evolving discipline. Barr and Dowding (2012) also find a difference between leadership and management, where they feel leadership is based on creative thinking, but management is based on acquiring leadership skills.

### **2.2.1 Qualities of a Manager**

Popovici (2012) emphasises on organisation's commitment to have good managers that will plan, control, coordinate, lead and manage people and issues of the organisation in a high stress environment. Though management is perceived as a career then a calling, scholars think managers are not followed but they are obeyed, they do not try to influence staff but they instruct and put measures in place to ensure compliance with business objectives, company policies, procedures and processes. The manager's thinking capability should not be radical but rather incremental.

### **2.2.2 Qualities of a Leader**

Lunenberg (2012) writes in terms of leadership and power, and that a good leader requires some form of power. The author defines power as the ability to influence others. Haugaard and Clegg (2012) concur on the notion of power – that it is a natural process in any given organisation. Gibson, Ivancevich, Donnelly, and Konopaske (2012) argues that great leaders share the vision to achieve great ideas, and that they have personal power to achieve their dreams and vision. The examples given by Lunenberg (2012) are those of remarkable leaders like the late Steve Jobs, who developed Apple computers; Bill Gates, who gave us Microsoft; Mark Zuckerberg, who conceived Facebook; Jeff Bezos of Amazon.com, who took selling of books on line; Phil Knight of Nike; and Sam Walton, who had a vision of Walmart. Although these are male leaders, this study will take their ideas and compare them to those of women leaders.

### **2.2.3 Leadership/ Management and the Matter of Female Leaders**

Stanley and Sherratt (2010) raise a vital point about women leaders like Florence Nightingale: the willingness to go the extra mile. Although she was not ranked according to seniority, the leadership displayed was without reproach. Shimeck (2012), a young high school scholar, presented a paper on National History Day that draws a distinction between the leadership and the legacy. He defines a leader as a person who is entrusted with decision-making that will have a positive effect on the people or the group being led. Leadership is not only found in people who are deemed to be good, but evil people can portray dynamic leadership traits, and can thus be followed. That is why Barr and Dowding (2012) emphasise that there is a thin line between leadership and followership; that any leader at a certain stage can be a follower, and that for a leader to be recognised as effective there should be followers.

Popovici (2012) after defining the qualities of a leader and a manager, therefore concluded by saying that depending on the team models and after considering all the general features of the responsibilities managers and leaders hold, these terms can be used interchangeable. By managers the author refers to the top management, executive management, senior management

and middle management. Therefore, the study used managers as leaders interchangeable because of the argument Popovici put forward and because the female managers are leading their teams in a unionised environment that requires both skills to be applied concurrently.

## **2.3 LEADERSHIP AND POWER**

The most important tool any leader requires is power, and scholars give us a thorough understanding of power, its types and levels, and how it relates to the concept of leadership. According to Pfeiffer (2011), and Robbins and Judge (2011), power is an internal force that is nurtured within a leader. Lunenberg (2012) speaks of five sources of power that a leader should possess, i.e. legitimate, reward, coercive, expert and referent power. Meng, He and Lou (2014) state that referent, expert and reward powers have a positive effect on people's skills.

### **Legitimate Power in Leadership**

This source of power is based on the person with a senior position in an organisation to exercise power over her subordinates. This is merely power that gives authority to the leader to instruct subordinates, and such instructions should be lawful as they have the ability to affect the organisation (McShane & Glinow, 2011).

### **Reward Power in Leadership**

This is the power of the leader, where the leader is able to influence people's performance bonus and other forms of reward (Lunenberg 2012; Nelson & Quick 2012). However, this is the only power that allows juniors or subordinates of a leader to do a 360 degree feedback, and this tends to affect the bonuses if anything negative was said during such feedback (McShane & Glinow, 2011).

### **Coercive Power in Leadership**

This is used by leaders to enforce change in an organisation, Lunenberg (2012) argues that coercive power, and it is the power most unions possess, which tends to affect the ability of a leader to exercise this power. This is the power that is disciplinary in the place of employment if instructions are not carried out according to the exercise of legitimate power.

### **Expert Power in Leadership**

Grimsley (2015) defines expert power as the perception that employees create about their leaders, that they possess a special skill and knowledge. This is the type of power any person will possess when feeling that he or she is indispensable. An employee will perceive a leader's skill according to the commitment he or she has to his or her place of employment.

### **Referent Power in Leadership**

Faiz (2013), Lee and Low (2012), and Junaimah (2015) argue that this is the form of power that has influence based on identification. In this instance, the manager is followed because of who she is, and how she is portrayed. The character a manager displays is the one that should convince the subordinates.

## **2.4 DYNAMICS OF WOMEN IN LEADERSHIP ROLES**

There are a number of dynamics associated with women in leadership. One can argue this in terms of political, corporate, labour force and academia in leadership. All these spheres of women leaders are typical in any given working environment in South Africa.

### **2.4.1 Corporate and Leadership**

Qian (2016) emphasises the fact that women remain a very low percentage when it comes to leadership representation in the world. The example he provides is that in a board of directors

there are still few women leaders worldwide, let alone those who hold senior management positions in corporate industry. Qian (2016) notes that there are less than 20% of women in European corporate industry, but Asian countries have 40%. This shows the kind of work that the world still has to do to correct the inequalities of the past.

#### **2.4.2 Labour Force and Leadership**

According to Adams and Kirchmaier (2013), all thoughts revolve around gender diversity in relation to the labour force relate to a barrier that female leaders have to face notwithstanding cultural factors, the one dynamic barrier no woman can ignore when dealing with any type of labour force in industry. It is interesting to realise that cultural issues are not only African; this problem exists in European and Asian countries as well.

#### **2.4.3 Politics and Leadership**

Gilardi (2014) argues that women remain unrepresented throughout the world, regardless of the laws that were introduced to address the discrimination of the past. He examines women in political leadership, and says that the reason for women's underrepresentation in politics relates to political recruitment. In South Africa, female leadership has been expressed through the likes of the late Manto Tshabalala-Msimang, Nkosazana Dlamini-Zuma, Baleka Mbete, Helen Zille, Patricia De Lille, Zanele Magwaza Msibi, Nomaindia Mfeketo, Gugu Mazibuko and a few other women that are or were well known in political leadership. There is still much gap to be bridged compared to men in politics.

Krook, Lena, and Shwindt-Bayer (2013) argue on the matter of the political gender gap that although there are women in politics, their representation is quite small, and the world has not been confident enough to elect women into political leadership at the level of president. According to Kanthak, Kristin and Woon (2014), although women have managed to define their space in the political leadership arena, they are still not becoming candidates for political office. This is not because they lack confidence, but because they lack the political support to stand for elections.

#### **2.4.4 Academia and Leadership**

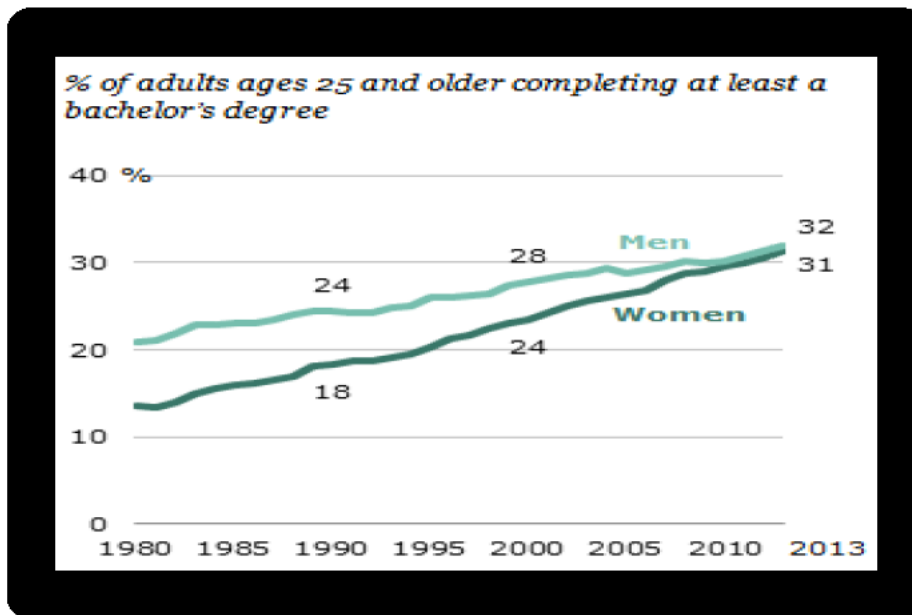
Davis and Maldonado (2015), in their study conducted in America, show that most African-American women choose teaching as their profession. When they emerged from being schoolteachers to becoming academics, the question remained whether they were well represented in leadership within the academia.

Davis and Maldonado (2015) state that although the era of emancipation among black Americans eventually arrived, black women continued to be channelled to studies at universities and colleges such as teaching and home economics. Scholars like Benjamin (1997), Roos and Green (2000) feel that there is still no balance between the increased numbers of women in tertiary institutions and the number of black university presidents; they say that white male presidents still dominate in American tertiary institutions.

##### **2.4.4.1 Qualifications, Gender and Leadership**

South African universities and institutions of higher learning basically do not have gender segregation when it comes to qualifications. Therefore anyone who is eligible to do enrol may do so regardless of their skin colour and gender. Davis and Maldonado (2015) attest that inequalities still exist in various professions. Although scholars like Parker and Ogilvie (1996) still feel that racism is the most common leadership problem in academia, this does not overrule the effect of gender inequality.

Hackett's (2011) study shows that women have gained momentum in college performance, and most have gained postgraduate studies. This indeed is a sign that women have worked harder to attain qualifications which should unlock the doors of possibility and therefore this should guarantee them greater success when it comes to leadership positions, although it is not the case currently. The figure below illustrates the ratio at which women have attained their degree compared to their male counterparts.



**Figure 2.1: Bachelor's Degree Completion, by Gender, 1980-2013**

Adapted from Pew Research Centre (2015:1)

#### **2.4.4.2 Skills, Experience and Leadership**

Alomair (2015) on the other hand stresses the need for grooming female academics and administrators to take leadership positions. Diehl (2014) believes females possess advanced management and leadership skills as they understand the notions of empathy, trust and concern for other people, including the ability to adopt a democratic style of leadership which is known as the transformational leadership style.

### **2.5 OBSTACLES / BARRIERS TO FEMALE LEADERSHIP**

Qian (2016) stated three important barriers that should not be ignored when dealing with women in leadership. These barriers are social norms, gender bias when women are seen as parents then leaders, and archaic business practices. Hoobler, Lemmon and Wayne (2011) feel that the barriers that prevent women from becoming leaders are the stereotypes relating to the values and culture of the organisation, discrimination in hiring practices, and a lack of

mentoring programmes. Davis and Maldonado (2015) argue that barriers to leadership opportunities are a global trend where women compared to men are not given opportunity and are concentrated in lower positions compared to males though these barriers are perceived to be working against women, to a greater extent black women are mostly affected.

### **2.5.1 The Significance of Culture in Leadership in KwaZulu-Natal**

Strong tradition and culture defines KwaZulu-Natal, and the rich history that it holds. The effort of Government on ensuring that while preserving the culture but they incorporated the Employment Equity Act, Affirmative Action by deploying a female in leadership position. The MEC for the Department of Corporative Governance and Traditional Authorities of KwaZulu-Natal is Nomusa Dube Ncube, who is a female executive to lead the traditional affairs of the province. This demonstrate a good stride by the government to ensure their effort to lead by example. According to Mabaso (2015), there are good initiatives by this department to set a good tone for other organisations, corporations and private sector.

### **2.5.2 The Significance of Culture in Leadership in South Africa**

Eustace and Martins (2014) argue that South Africa needs to deal with a number of weaknesses when it comes to leadership, one of the major weaknesses being the ability to understand South African cultural paradigms that affect the way leadership is perceived by people. Organisations introduced a culture charter in order to bring an understanding about organisational culture and to ensure it is not misinterpreted in South African context. Eustace and Martins (2014) argue in terms of six important values of African leadership which every leader should adopt regardless of gender, these values according to Martins that companies should uphold:

1. Dignity and respect for others
2. Solidarity and unity
3. Team work and support
4. Connectedness and interdependence
5. Service delivery with spirit of peace and harmony
6. Power of persuasion.

## 2.6 ATTRIBUTES OF A GOOD LEADER: THE PLACE OF GENDER

Hossain (2015), when defining the attributes of a good leader, substantiates his argument on aspects of leadership trait theory by mentioning the five attributes as discussed within the theory, i.e. honesty, foresight, intelligence, inspiration and competence. Goleman (2004) in January issue of Harvard Business Review, investigated emotional intelligence that is a prerequisite in a good leader. Goleman (2004), when analysing emotional intelligence, came up with five terms that he feels best describe emotional intelligence: self-awareness, self-regulation, motivation, empathy and social skill. Whitehurst (2015:2) insists on respect as the most importance aspect of leadership in any organisation regardless of gender.

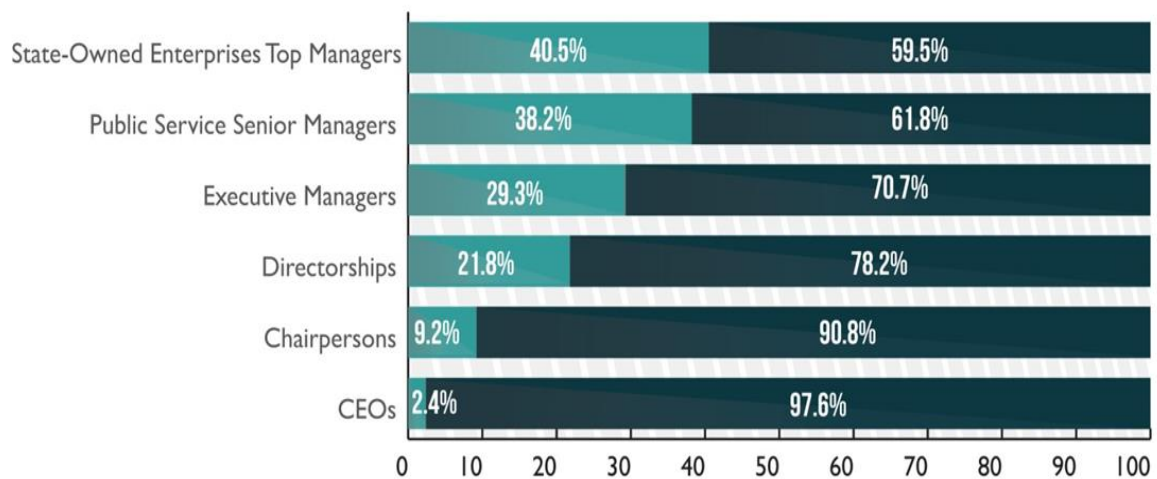
	<b>Definition</b>	<b>Hallmark</b>
Self –awareness	Ability to recognise and understand your moods, emotions, and drives, as well as their effect on others.	Self-confidence, realistic self-assessment, self-deprecating sense of humour.
Self-regulation	Ability to control or redirect disruptive impulses and moods.  The propensity to suspend judgment: - to think before acting.	Trust-worthiness and integrity.  Comfort with ambiguity.  Open-ness to change.
Motivation	A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy and persistence.	Strong drive to achieve optimism, even in the face of failure.  Organisational commitment.
Empathy	Ability to understand the emotional make-up of other people. Skill in treating people according to their emotional reactions.	Expertise in building and retaining talent.  Cross-cultural sensitivity.  Service to client and customers.
Social skill	Proficiency in managing relationships and building networks.  Ability to find common ground and build rapport.	Effectiveness in leading change. Persuasiveness.  Expertise in building and leading teams.

**Table 2.1: Five Components of Emotional Intelligence**

Adapted from Goleman (2004:88)

## 2.7 THE EFFECTS OF FEMALE LEADERS IN THE SOUTH AFRICAN CONTEXT

South Africa remains one of the countries that still face barriers when it comes to women leadership, regardless of the legislation that have set the tone very clearly for both the public and private sector. Nxumalo and Lethoko (2014) argue in terms of the political sphere that seeks to address liberation issues through gender. South Africa as a nation has come a long way politically as well as in its rich history (Chiloane-Toska, 2010, in Nxumalo & Lethoko, 2014). According to a census report on South African women in leadership compiled by the Business Women's Association of South Africa (BWASA, 2015), South Africa still has a lot to do in the private sector, as the statistics show that of 52% of women in the South African population, only 25% have managed to secure executive management jobs. Ernst and Young World Wide Index (2012) indicates that 34% of women are in leadership positions in the South African public sector. According to BWASA (2015), state-owned enterprises have shown progress when it comes to addressing gender inequalities among women in leadership. The illustration below shows the work that state-owned enterprises have done to address gender issues.



**Figure 2.2: Statistical Profile of Women in Leadership**

Adapted from BWASA (2015:2)



**Figure 2.3: Census Pyramid (2015)**

Adapted from BWASA (2015:2)

## **2.8 CHALLENGES FACED BY FEMALES IN LEADERSHIP**

There are a number of challenges women face in leadership this study looked into: - like the lack of adequate support by examining how support is being expressed, i.e. through early childhood socialisation, role modelling, peer training, development and networking. According to a study conducted by KPMG (2015), women continue to face challenges in leadership within academic institutions, corporations, government, organisations and private sector organisations.

Most women were not socialised to become leaders, but it is through development, female emancipation and transition of the world that women find themselves having to swim in the deep end, i.e. to become leaders without adequate drilling and channelling towards acceptance of the role. The study conducted by KPMG (2015) emphasised on the fact that most women are not confident enough to accept a leadership role, although some are already leaders. About 67% of women want to lead, but they are hesitant and lack confidence.

### **2.8.1 Lack of Internal Motivation**

Internal motivation refers to the ability to do self-introspection and being able to counsel oneself to become a better leader. Elmuti, Jia and Davis (2009) argue that the glass ceiling which is sometimes referred to as the women societal blocker, exists because many male senior executive and top management believes that women lack desire to strive for a top level in organisations. Most start with a high spirit in leadership role but lose the drive on the way to excel due to many obstacles met on their way. These barriers and obstacles include stereotyping, prejudice, family demands, lack of growth opportunities and any form of discrimination.

### **2.8.2 Life-Style Conflicts**

Most women, when they begin their journey of leadership are single and without children. However, when marriage and children are introduced in the picture, the priorities tend to change. Elmuti, Jia and Davis (2009) argue that in addition to leadership roles women play in their workplace, they still remain caretakers of their families hence there is conflict on commitment. These women have to deal with their job as well as the demands from their families. Women, like men in employment like to grow on their career and be promoted this forces them to make choices between their careers and families. The challenges are felt to a larger extent when the women are expected to work longer hours and travel more often due to business demands while having families to also nurture during the process.

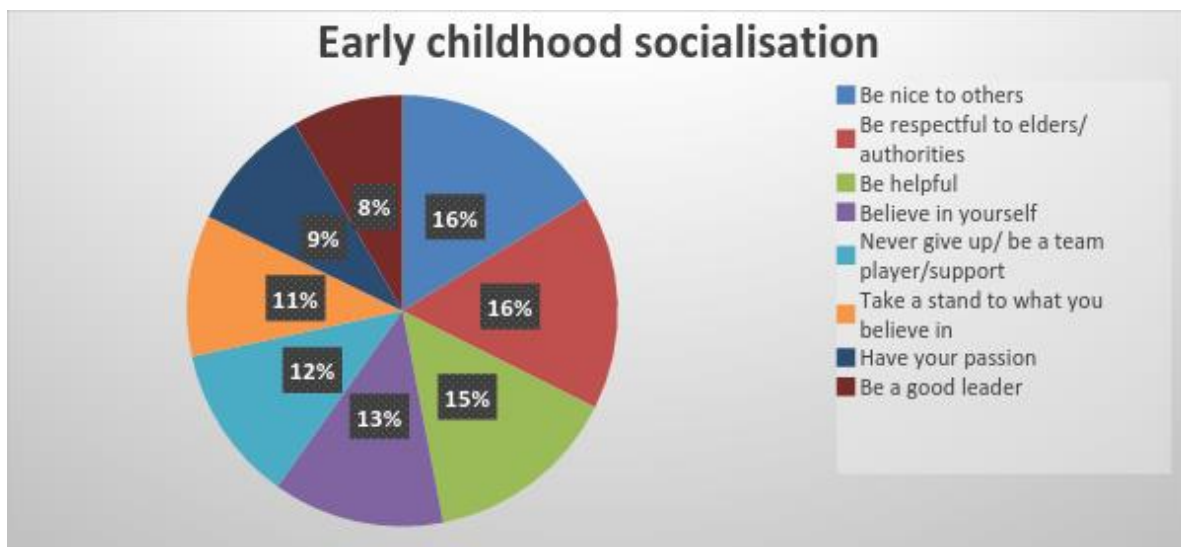
### **2.8.3 Lack of Adequate Support**

Although women have proven over time to be capable of taking management and leadership responsibilities, there is a need for adequate support when it comes to leadership roles. Nijat and Murtazashvili (2015) emphasise the need for grooming children as early as possible to become leaders, especially in those occupations that have not been penetrated much by women, like medicine, the air force and engineering. They raise a very important issue that has been disregarded, that of sexual harassment. They say that women in leadership should be supported when they have cases of sexual harassment without fear of being victimised for doing so. Women in leadership should be enabled to gain strength and confidence, and occupy their positions without having to fear to identify their own space, by not succumbing to the harassment of male executives.

### 2.8.3.1 Early Childhood Socialisation

During early childhood development, girls are not socialised on the basis of assuming leadership roles, but rather preserving themselves for marriage, and being assertive as they grow to understand their bodies. The efforts of organisations like Cell C by initiating early childhood development of women, through ‘take a girl child to work’ initiative cannot go unnoticed. These are the type of programmes that assist in the socialisation of women, and change their mentality from seeing themselves as potential wives to seeing themselves as leaders, and future warriors.

In the study conducted by KPMG (2015) on challenges faced by women in leadership, they say that most women are not socialised to lead in the corporate world. The highest percentage of women confirmed that their early childhood socialisation was good manners, with only the lowest percentage being socialised to become good leaders (KPMG, 2015).



**Figure 2.4: KPMG Study on Women’s Early Childhood Socialisation**

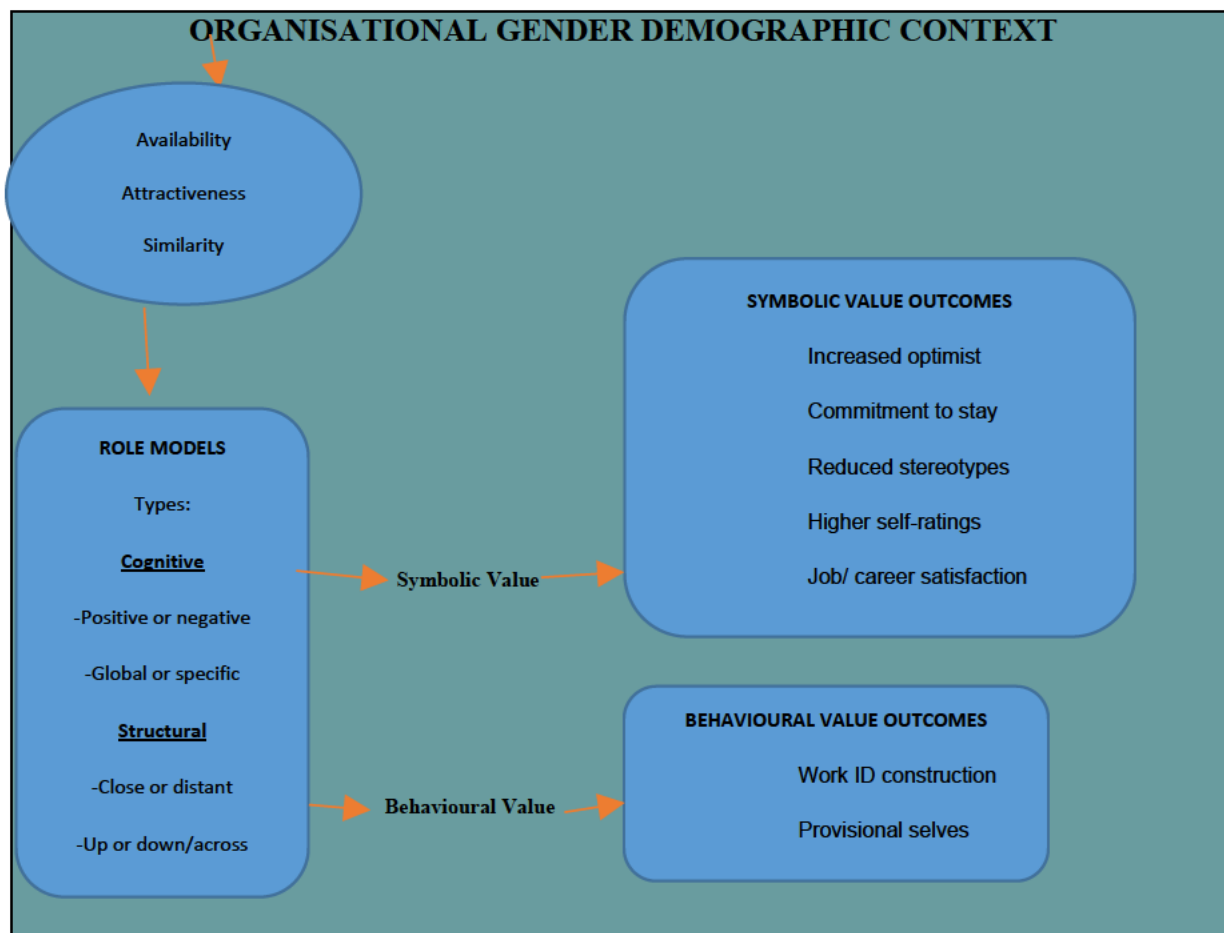
Pie chart I compiled using the statistics from KPMG on socialisation (KPMG 2015:10)

### 2.8.3.2 Role Modelling/Mentoring

‘Role models’ refer to those individuals that have managed to lead well-structured lives, and are achievers, notwithstanding being self-motivated. According to Nijat and Murtazashvili

(2015), role models in women's leadership should be the women that are officially appointed in the public domain to run dynamic and powerful organisations, especially in government. These women should lead by example to motivate young, aspiring women leaders to follow them.

According to Sealy and Singh (2009), role models are vital at the beginning of a career, which they call the acquiring stage, because during this phase women are still young, new in leadership, and lack motivation but once these women develop confidence, role modelling diminishes, and self-confidence and self-motivation come into play. Hoyt and Simon (2011) argue in terms of gender stereotypes and the barriers women face and suggest that in mathematics, science and leadership studies, there is a need for dynamic women who will inspire up-and-coming women leaders. According to Hoyt and Simon (2011), women get their inspiration from other women, not men, when it comes to career development and motivation. Patel (2013), argues in terms of mentors and role models as the support that brings potential for promotion in an organisation.



**Figure 2.5: Possible Value Outcomes of Role Models**

Adapted from Sealy and Singh (2009:15)

### 2.8.3.3 Family Support

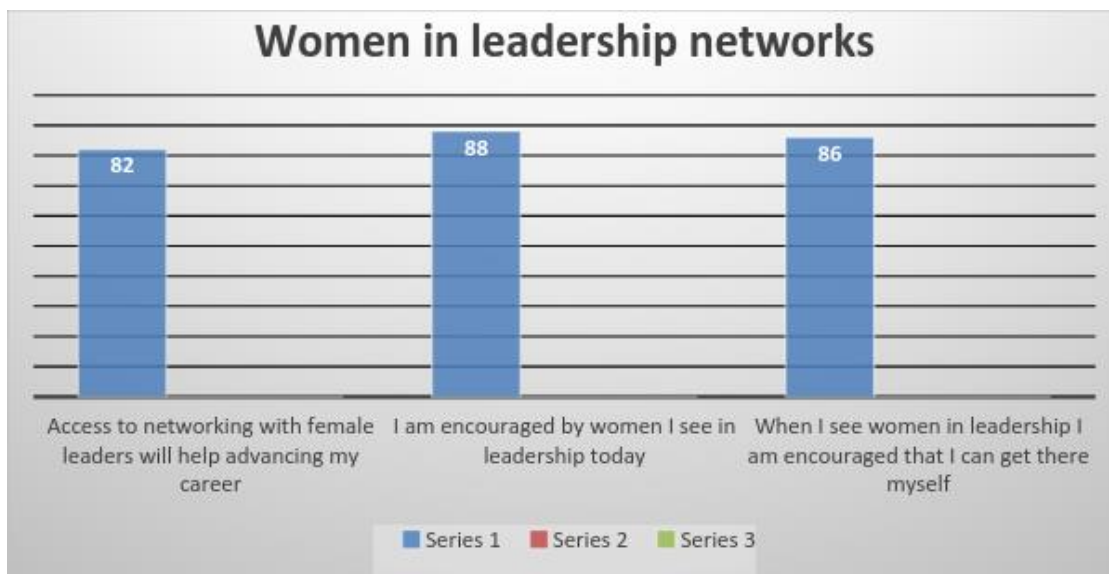
Nijat and Murtazashvili (2015) believe family support is vital for the enhancement of women leaders. Their emphasis emerged from the fact that family motivates young girls and boys to be better people, and contributes in making their future. This extends to being motivated to becoming politically active, regardless of gender. The male family members contribute as much as the women in making female leaders.

### 2.8.3.4 Networking

Networking is a term associated with business relations formation, the establishment of acquaintances within the corporate world. The networking gatherings can be either formal or informal, but their sole purpose is to create business relations, knowledge sharing and platforms for companies not to see each other as competitors but rather as co-businesses, and work at

improving the work ethic. Although stereotypic understanding of networking is associated with males, as they are regarded as better when it comes to socialisation, women have adopted such platforms as part of their work improvement, and create relationships which will in turn assist them in their business decisions. It can be argued that males were seen as better networkers because they did not have the responsibility of rushing to their families and taking care of their family chores, including children.

According to the study conducted by KPMG (2015), women feel a need for emancipation on the aspect of business networking and in return they believe such networks has the ability to shape their career advancement and contribute to their day to day performance as women leaders. The study deduced to the fact that women leaders have much impact on encouragement during networks hence women are motivated better when they see other women who have made it in leadership. This becomes a source of strength for up and coming women to overcome barriers in leadership.



**Figure 2.6: KPMG Study on Networks with Women in Higher Leadership**

Graph I compiled using statistics from KPMG on networks profile

### 2.8.3.5 Training and Development

Ely, Ibarra, & Kolb (2011) believe organisations should support women through leadership development programmes, in order to prepare them for growth in their leadership. Leadership

can be perceived as a journey, especially by women; that is why there is a need to assist those women that have taken management roles to grow to become senior managers and higher leaders, like directors or chief executives.

Although most companies or organisations have leadership development training programmes, there is still a need for programmes that are specifically look to empower women, like women in leadership programmes, and women in operations. This shows the organisations have taken initiatives to ensure that they have played their part in women empowerment. Then they can leave the ball in the women's court when it comes to ensuring that they attend such programmes, and that such programmes work for them. Training and development is part of the requirement of every organisation to ensure that its employees are supported in their operational areas. To ensure that employees are trained, the approach is through a personal development plan (PDP), which is the annual mandatory requirement for every employee, and a training plan for the department which is linked to the Terminal training plan.

## **2.9 STEREOTYPING ON GENDER AND LEADERSHIP STYLES**

Davis and Maldonado (2015) argue that double standards still exists in work place today. These double standards affect both male and females equality. Females face challenges of having to adopt to the male-dominated organisational culture as well as having to deal with male attitudes in the corporate environment when given a leadership role. De la Rey, Gia and Shahaaz (2015) argue that stereotypical assumptions about male and female gender differences make it difficult for women to climb the ladder of leadership and be paced in senior leadership positions. Davis and Maldonado (2015) argue that the world projection on positions of power and authority being associated with masculinity has promoted gender stereotype in leadership. Iqbal, Anwar, and Haider (2015) believe that there are three vital leadership styles that leaders should consider applying in their management approach: autocratic, democratic and participative. Their reasoning behind these styles relates to the notion of decision-making, participation and teamwork. Iqbal, Anwar and Haider (2015) believe leadership styles should allow the exercise of power, authority and decision-making, and leaders should be empowered to exercise such attributes whenever they are required.

Gonos and Gallo (2013) in their leadership evaluation model include the notion of power and authority, and examine their relationship. The question of power is thus followed by a concern with leaders' competence. Hence comparisons are made in leadership styles: they may show incompetence and power, or competence with no power, or both competence and power. Gonos and Gallo (2013) argue in terms of autocratic, democratic, and liberal leadership style. Batti, Maitlo, Hashmi and Shaikh (2012) share the views of other scholars on autocratic and democratic styles, but liberal leadership, they maintain, is laissez-faire. They believe these leadership styles are not limited to a particular type of institution or sector of employment, but are found in both private and public sectors, and any type of institution can apply such styles as part of their leadership traits. The corporation in this study is in South Africa, and politically speaking, South Africa has had, and still has, an autocratic leadership, but has evolved over the years into a democracy. However, this status is being contested by many, in view of the current predicament on presidency issues, and how a democratically elected president has been recalled from office by the ruling party.

### **2.9.1 Autocratic Leadership Style**

Gonos and Gallo (2013) refer to this style as an authoritative one, because the leader has all the authority; there is no direct engagement with the employees, except when they are instructed on what to do. This leadership style is based on fear, as the leader promises punishment, and disciplinary measures are key in all instructions. They state that the opinions of employees are not considered at all, and the leader is harsh and the motivation towards better performance is based on fear and punishment. There is a top-down approach: only the leaders' views are shared, and no views from the bottom are considered.

### **2.9.2 Democratic Leadership Style**

According to Bhatti, Maitlo, Hashmi and Shaikh (2012), democratic leadership allows all an organisation's members or employees to participate through raising their concerns and contributing to the organisational goals. However, the final decision still lies with the leader. The people's motivation in this democratic style emerges from the fact that they are taken as an important part of decision-making, because they participate in the whole process, and this style allows the leader to take a more informed decision.

### **2.9.3 Participative Leadership Style**

Iqbal, Anwar and Haider (2015) have different opinions about this leadership style depending on the circumstances. They believe this style can be unproductive in the short term, but productive in a longer period, because there is a level of empowerment of and commitment by the employees. This is the kind of leadership style whereby the leader allows members to play a role in the decisions and it is indeed empowerment of employees to regain power and level of authority as they participate in decision making of the organisation. The only negative impact of this leadership style Iqbal et al. (2015) raise is the time factor: - it requires longer turnaround because of the views that need to be received from all employees by the leader.

### **2.9.4 Laissez-faire Leadership Style**

Laissez-faire terminology is normally associated with the market and its freedom to decide on issues of profit. However, Batti, Maitlo, Hashmi and Shaikh (2012) refer to the laissez-faire leadership style as one that does not follow a particular prescribed order to attain its goals. The workers are allowed to explore their freedom. Employees' effectiveness does not depend on the style, but rather on the financial health of the organisation. That is why every organisation is guided by its set standards, norms, vision and mission as well as regulating laws, policies and procedures.

## **2.10 GENDER INEQUALITY IN LEADERSHIP**

Campbell (2012) argues of the efforts women put in ensuring they prove their abilities in corporate world but gender inequalities in leadership still continues. She sees gender inequality as a glass ceiling that affects females because though women try to better themselves through education in the past decades they remain shut out of the most senior positions which has led to ongoing pay disparity and sexism. According to Campbell (2012), gender inequality in corporate environment is continuing as evidenced by the speeches of high profiled women like Sheryl Sandberg (Facebook COO) and Anne Marie Slaughter (US State Department Director of policy planning). Their arguments move from the notion of seeing women as mothers who take care of their families but cannot balance both corporate and family) then leaders in the corporate environment.

## **2.11 SOUTH AFRICAN LEGAL FRAMEWORK ON GENDER INEQUALITIES**

There are two important legislations that address issues of gender equality in South Africa, the Women Empowerment and Gender equality Bill of South Africa, 2013 and the Employment Equity Act whereby there is Affirmative Action section that focus on ensuring that women are well represented in the positions of authority. Women Empowerment and gender equality Bill is a piece of legislation that is aimed at interpretation of section 9 of the constitution the Republic of South Africa, 1996. This bill aimed at ensuring that implementation of laws that empowers women in decision making position and structures is in compliance with. Affirmative action as promulgated within the Employment Equity Act of South Africa makes sure that groups like women and people with disabilities have equal opportunities to get any job and that they are equally represented in all jobs categories and levels.

## **2.12 THEORETICAL FRAMEWORK**

This study investigates the barriers faced by women in leadership in the operational environment in the Terminals which is well defined by four leadership theories and/or models, as argued by E-books (2015). These theories and/or models are used to define the strength of women leaders. All these models are important because some leaders do not rely on a single one, but achieve their success by applying a variety of leadership approaches.

According to Silva (2015), it is not possible for any leader to apply one leadership style, philosophy and/or theory. Success in leadership lies in combining many leadership styles to yield positive results. Mendenhall (2013) believe a good leader should understand the importance of being authentic without trying to imitate anyone. One guesses that originality in combining leadership styles should play a role, thus demonstrating the ability to be creative and work independent. Waldman and Balden (2014) argue that a good leader is one that is able to handle a crisis and survive all odds, while bearing in mind the importance of ethics in his/her behaviour. Mendenhal (2013) appeals to integrated leadership theories as the best approach because such an approach ensures that there is creativity, and shows that all theories have something to offer.

### **2.13 Women in Leadership: Theories/Model/Philosophy**

The study has applied four leadership theories, i.e. glass ceiling, motherhood, old boys' club and leadership trait. According to Qian (2016), these theories/models are best for describing the representation of women in leadership. The study tested if the theory that Qian (2016) presented is applicable to the Terminals as it currently employs 16 women in leadership positions out of about 58 managers. This raises a question as to what the root cause is of this predicament; hence the study is intended on looking at these women and the barriers, challenges and obstacles that exist in their employment.

#### **Glass Ceiling Model**

Elmuti, Jia and Davis (2009) associate the glass ceiling model with community blockers individual barriers. It is associated with organisational barriers in general that are contributing factors to the different employment levels of men and women. Sanchez-Hucles and Davis (2010) argue that the glass ceiling is based on the fact that women in leadership are not discriminated against only by gender but also by race, meaning there are two ceilings women in leadership have to deal with: the fact that they are women, and that they are women of colour.

Authors like Elmuti, Jia and Davis (2009) do not dispute the fact that there are women in leadership but this model is intended to illustrate that although women are represented in leadership, they have not yet reached its maximum levels. Hymowitz and Schellhardt (1986) wrote about the glass ceiling model; they argued that regardless of the effort women put to prove themselves in leadership but they continue to be found on lower leadership level and getting to the top executive management is still not happening in organisations. Haslam and Ryan's (2008) views on the glass ceiling model go beyond women not being given top leadership roles in an organisation. Their focus is more on the idea of barriers that are created for women in leadership with the aim of setting them up for failure. Their principals normally give them projects that are so difficult that not even a man can manage them. The aim is to see how they will survive the challenges and ceiling created.

Livingston (2014), Qian (2016) and Sanchez-Hucles and Davis (2010) seem to concur with the fact that women in leadership are given difficult roles to play, and they have to prove themselves before even being considered for higher or executive roles. Sanchez-Hucles and Davis (2010) speak of a “glass cliffs” situation, whereby most women in leadership have to break through to be certified as competent. These glass cliffs are the barriers within their place of employment that hinders their success as women leaders. They argue that other organisations only give women a board or executive role like CEO after they have noticed unfavourable conditions in the economy, or their organisation’s poor performance. These are risky situations, and setting women leaders up for failure, because they can make or break the women, depending on what the women achieve against the odds.

### **Motherhood Model**

Hunter (2015), argues in terms of the motherhood model that was developed by Gilligan (1982). Gilligan (1982) used this model to illustrate how motherhood experience contributes to the making of a good leader. The motherhood model describes a relationship between women and their children which tends to change their priorities. According to Hunter (2015), motherhood is a vital process in any woman’s life, and this phase seems to change a woman’s identity, as she changes from seeing herself as a leader to seeing herself as a mother.

Motherhood is a barrier model that demonstrates how women’s lives tend to be affected regardless of the leadership role they are playing. Laney, Hall, Anderson, and Willingham (2014) conducted a study to explore this model of working mothers who had started bearing children, and those women whose children were still young and require more attention. The study showed that women skills and abilities tend to improve in the workplace after they have had children as they learn how to master both demands. Although motherhood is perceived as fairly challenging to new mothers, once a woman learns how to juggle all her responsibilities, i.e. of being a wife, mother and employee, she can excel in her leadership role in her place of employment. Hunter (2015) bases her argument on the study conducted by Willingham (2015) on women’s transition to motherhood. Their study reveals that women leaders lose their sense of work priority when children come into the picture, and the priority changes from a career to

the family. Cadsby, Servakta, and Song (2013) argue from the “SUPERWOMAN” perspective, that this is a woman who is able to master both motherhood and employment without any complaints. They state that women are the only gender that seems confused when having to decide on what to put first between the family and employment; men are sure of their focus, which is their job.

### **Old Boys’ Club Theory**

Whenever scholars discuss the barriers that women face in the workplace, the idea of men being powerful and able to lead better than women is always a point of departure. However, Hoobler, Lemmon and Wayne (2011) define this type of theory in terms of archetypes of both male and female. Perhaps this can be blamed on our societies that have contributed to this stereotype of seeing males as better leaders than women, and males being capable of handling difficult and sensitive projects compared to their female counterparts.

Hoobler, Lemmon and Wayne (2011) refer to this theory as the old boys’ club. This is the theory that relates to the stereotype of under-representation of women at higher levels through sexist discrimination, and not implementing the policies that promote hiring of women as executives. Sanchez-Hucles and Davis (2010) call this theory an old boys’ network. In fact, clubbing and networking can always mean the same thing, depending on the choice of words. This theory describes the approach of allowing men to rule the corporate world in terms of social gathering. There is indeed an element of understanding, meaning men leaders tend to understand each other better, and this has created a barrier even at boardroom level, as women leaders seem not to be well understood, and are taken as emotional beings instead of human beings.

### **Leadership Trait Theory**

Hossain (2015) argues with Greek philosopher Aristotle, who maintained that you cannot lead if you do not know how to follow. In saying what attributes make a good leader, he draws his argument from the leadership trait theory. Chalef (2009), in Hossain (2015), mentions five traits that define a leader, i.e. honesty, foresight, competence, inspiration and intelligence.

**Honesty:** - refers to the leader's ability and responsibility to speak the truth regardless of how it might hurt the other party, and avoid lies at all costs to acquire respect. As the English express it clearly, that trust is earned through behaviour. Kelly and Lencioni (2007), in Hossain (2015), define honesty not in terms of not telling lies but in terms of integrity when a leader is handling his or her affairs.

**Foresight:** - refers to the ability of a leader to be courageous regardless of the circumstances, whether favourable or not. An example is the current economic situation in the world that has tended to affect Transnet Port Terminals in general when it comes to exports volumes altogether, a leader does not sit and do nothing during such a crisis, but tries to be innovative regardless of the circumstances.

**Competence:** - refers not only to the qualification a leader possesses, but it goes to the level of maturity when handling matters, and the ability to be discreet when the situation requires, or when dealing with confidential matters.

**Inspiration:** - a leader should be convincing and inspire people to become leaders as well. This is where the notion of mentorship and role modelling comes into play. When a leader's character is beyond reproach, followers or team players should aspire to be like him or her. Nijat and Murtazashvili (2015) emphasise that female role models are effective as they inspire other young women for the future.

**Intelligence:**-this refers to leadership acumen, the ability to grasp issues and adjust to certain demands set not only by a business but by the world as a whole.

## **2.14 CONCLUSION/SUMMARY**

This chapter gives an overview of the women in leadership literature. The theoretical framework focuses on the work by a number of authors, and analyses the models and terms that relate to the study to ensure women leaders can identify the challenges, dynamics and barriers they have to deal with in their employment at the Richards Bay Terminal. The following chapter will provide the methodology of the study.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter gives an overview of how the research was conducted and discusses the procedures followed for data collecting and analysis. The limitations of the study are reflected with the processes involved and the methodology of the study. According to LaFrance (2015:4), qualitative research strives to understand people and their world, and construction of such a world through people's experience and how they interpret such experience. This study investigates the challenges of female in senior positions at the Terminals. This study sought to understand women within the setting of leadership by investigating the barriers, challenges and leadership styles these women use on a day-to-day basis. The research approach adopted was a qualitative one as such a study yield richer responses.

#### **3.2 RESEARCH DESIGN AND METHODOLOGIES**

Harwell (2008:147) distinguishes between three types of research methodologies, i.e. qualitative, quantitative and mixed. Although this dissertation used only one methodology, namely the qualitative method, the other methodologies are mentioned.

##### **3.2.1 Quantitative Research Methodology**

This is a research type that is statistically based. Harwell (2008:149) argues that this form of research methodology seeks to minimise subjectivity and ensure that findings are generalisable. Quantitative research often has a hypothesis that the researcher has a duty to test. Borrego, Douglas, and Amelink (2009:54) say that a qualitative research strategy is more focused on the cause and effect relations of the variables.

### **3.2.2 Qualitative Research Methodology**

According to Harwell (2008:148), this methodology is focused on exploring, investigating and discovering certain understandings or experiences. This involves having to probe and draw out the experiences, understanding and thoughts of a participant. This form of research is more interpretive mode of communication from the gestures of the participants to the actual information or data received. In such instances, the researcher is able to determine meaning, views, and opinions for the responses given, to gain a broader understanding of the problem.

#### **3.2.2.1 Characteristics of the Qualitative Research Methodology**

Mackey and Gass (2016:4) list the characteristics of qualitative research as follows:

- Naturalistic and controlled observation
- Subjective
- Discovery oriented
- Process oriented
- Soft data (which is people)
- Ungeneralisable, because each participant has his/her own views and is allowed to voice his/her thoughts about the research topic covered
- Assumes a dynamic reality
- The researcher is close to the data, as she understands and analyses the data received

#### **3.2.2.2 Strengths and Weaknesses of Qualitative Research Methodology**

Choy (2014:101) states the strengths of qualitative research:

- It concerns with the views of homogeneous exploration
- Raises more issues through broad and open-ended inquiry
- Understanding behaviours of values, beliefs and assumptions

Qualitative studies have gained momentum over the years through the ability of qualitative research to elicit reasons for responses. Qualitative research studies thus demonstrating its

power in addressing and exploring social research issues. There are weaknesses that other scholars have indicated that every researcher considering this design and methodology must ensure s/he acquaints herself or himself with such weaknesses. Choy (2014:101), lists them as follows:

- There are no objectively verifiable results.
- The quality of research relies on the skill of the interviewer.
- This type of research can be time-consuming during the interviewing and may be intensive process.
- Anonymity and confidentiality issues can pose problems during the presentation of the findings.

However, the study maintains qualitative methodology as ideal for investigating the success of women in leadership. This methodology allow women of different ages but bound by being managers and leaders at the Terminals to discuss issues, challenges, barriers and all the obstacles these women have to deal with in their work environment.

### **3.2.3 Pragmatic / Mixed Methodology**

This method is the combination of the two methodologies, i.e. quantitative and qualitative. The mentioned methodologies are used interchangeably to achieve excellent results. This is the methodology that addresses both methodologies' shortcomings, and tries to create a dynamic platform of validity and reliability. Greene (2007:xiii) states that this method is able to compensate for the weaknesses of each method, and Harwell (2008:151) sees it as being able to address the weaknesses of both methods while drawing from the strengths of each.

### **3.2.4 The Adopted Research Methodology**

As the aim of the research was to investigate challenges of women in leadership, a qualitative study seemed more appropriate method. According to Mackey and Gass (2016:1), research

methodologies are not monolithic, meaning they do not follow one method only. That is why some people use the quantitative methodology and others choose the mixed methodology, or the qualitative method. This topic covers the vital part of research where all the planning needs to be done appropriately. The plan included the method of research, the data, the analysis thereof, and the storage of such data where applicable.

Hancock (2013:259) believes that qualitative research is more concerned with understanding, developing and giving more meaning to certain spheres of life or phenomena which are socially related. It seeks to unfold the reasons behind the social behaviours of people, their opinions on issues that affect them directly or indirectly, and seeks to answer the questions in relation to how and why cultures and practices have developed in the way they have. “The literature shows that qualitative research explores and identifies concepts, views and the question of implementability” (Hancock, 2013:260). The study investigated the challenges faced by females in senior positions within the context of the Transnet Port Terminals operation in the port of Richards Bay.

Semi-structured, researcher/investigator-administered interviews, using questionnaires, was used as the research tool for this study. These questionnaires covered the challenges and barriers to women in leadership when dealing with customers, employees and seniors or principals, the issues of support whether it is adequate or inadequate and the leadership style that seems to work for different women in order for them to achieve their tasks and be able to manage effectively.

The study was conducted on a population comprised of 16 female leaders/managers at Richards Bay Terminal, with a semi-structured interview conducted with each female leader, using the questionnaires as an instrument. These were face to face interviews with all respondents in order to get their emotions, approaches, and to allow the investigator to probe where necessary. According to Hancock, Ockleford and Windridge (2007:17) the researcher should dress appropriately and be approachable to allow the interviewees to relax and share emotions. The

use of a digital recorder is to allow for probing, sharing all details and capture each detail of the interview.

### **3.2.5 Research Approach**

As stated above, the qualitative research approach was used for this study. LaFrance (2015:3) describes qualitative studies as descriptive and have their foundation in hermeneutics, phenomenological sociology and verstehen tradition. Its origin can be traced from the study of social behaviours over time. Many scholars use a qualitative inquiry to illustrate that it relies primarily on qualitative data, which can be expressed in many forms including words, videos, photos and artwork. Such data can be analysed as a sample within a chosen population. Qualitative research methodology was considered appropriate in this study because it addresses the research problems using a semi - structured interview, with questionnaires.

The qualitative research methodology used is based on the primary instrument for data collection, which is more adaptive and responsive. LaFrance (2015:5) argues that this methodology is essential for storytelling and description for a certain story and circumstance. The analysis is more inductive because an interpretation is drawn from the data, not through a hypothesis as in quantitative study. There were five dimensions that analysis were drawn from, using the structure of the Terminals received from the Human Resources office, which addressed the demographics and profiles of the population used, the 16 women leaders that were the core of the study. These dimensions are the departments represented by females in senior positions, race, and ethnic group, level of education, marital status and dependents.

### **3.3 RESEARCH SAMPLE**

The study focused on the 16 females in senior positions as the sample for the research. The study deployed two sampling strategies in combination, the critical case sampling and stratified sampling. According to Guetterman (2015:11), critical case sampling is based on selection of vital information and to *"yield the most information and have the greatest impact on the*

*development of knowledge"* Sampling in qualitative research is generally based on non-probability and purposive sampling approaches. The participants are selected to bring a positive contribution to the study. Creswell (2013) argues in terms of five approaches when sampling for a study typology, through looking at the case study to use, the grounded methodology of the study, phenomenology, narrative inquiry and ethnography.

O'Reilly and Parker (2012) are scholars more interested in qualitative sampling methodology; the important thing is to assess and report on the appropriateness of the sample that is being selected. Maxwell (2013) believes that the researcher's ability to arrive at sound findings is in part based on the selected population that is being sampled. Creswell (2013) argues in terms of three considerations for purposeful sampling strategy:

- Participants and site selection
- Sampling strategy selection
- Sample size determining

For this study the females in senior positions at the terminal site numbered 16 and the intention was to conduct a census of all 16 managers. Due to work pressure, leave and being away on business, only 10 participated in the study. These females in senior positions were not selected based on their race. In total 12 of them are black, one is Indian, one Coloured and two are white. Emmel (2013) writes that sampling preference, or purposive sampling, is the most vital sampling method because the researcher is reflexive and makes decisions on findings that are empirical, and is therefore able to develop a theory that occurs within the study.

### **3.4 RESEARCH INSTRUMENTS**

Instruments in research refer to those aids that will assist the researcher to collect information. In the study, face to face, in-depth, semi-structured interviews were conducted using an interview schedule as the instrument for the study. Although there were questionnaires to ensure that some information was extracted from the participants, the probing was done as and when the circumstances called for it, to ensure that all the required information was received.

Maxwell (2013) states that every single instrument is important in order to ensure that a sample is accurate. To him, sampling is not for getting information, but to ensure that there is minimal inaccuracy.

In order to support research instruments required; the documents included the gatekeeper's letter, informed consent forms signed by the participants, a confidentiality declaration form and consent to use an audio recorder to ensure accurate capturing of interviews occurred. Maree (2007) emphasises the importance of ensuring that the gatekeeper's permission is granted before conducting the study, that it is a very transparent meeting, and that participants commit by their own free will. The following section discusses the research procedure.

### **3.5 RESEARCH PROCEDURE**

The research procedure was based on a number of issues: the plan carrying out the study, the time and period anticipated for the study, and creating some form of information that would acquaint the potential participants with the study purposes. The approximate time that needed to be spent with the participants was about a month, and this would depend on their availability. Some 16 female in senior position were selected for the study, as explained above and the interviews conducted with each; there would not be any kind of focus group approach. According to Guetterman (2015), the procedural details are very important when conducting interviews that involve the time each interview is scheduled to take. Most interviews ran on time except on those occasions when respondents wished to speak for longer. This occurred in a few instances.

The consent forms used in the study were in two parts, i.e. one for consenting to take part in the study and the other to allow the researcher to use the tape recorder to capture information. The recorder assisted with ensuring that time was not consumed in note-taking and that the risks of failing to note responses and comments are minimised. This also ensured that respondents were not asked to repeat themselves.

The consent forms were the most vital part of the procedure because they would determine the participants, and then the interviews could follow. The questionnaire excluded demographic issues as the analysis of the Terminal's females in senior position was done on the approach section using information received from Human Resources. The interviews were scheduled to take place in the participant's area of employment, as this would contribute to a more amiable interview environment. The principals were informed accordingly so that they would understand the commitment of these participants to the research and to ensure there was no time wasted in relation to Transnet's productivity, while ensuring that the study contributed to the corporation. Linnell, Johansson, Olofsson, Wall and Ohman (2015), insist on ensuring that interviews are one-on-one as they allow for the participants understanding, and to train the investigator to be more assertive during an interview.

### **3.5.1 Reasons for Using Interviews**

Evaluated tool in 2006 lists the reasons for using interviews:

- To ensure issues are thoroughly investigated.
- During the interview the researcher is able to read any possible body language communicated by the participants.
- To allow people to be free even on those sensitive issues that they would not be open to discussing in focus groups.
- To add personal value to the data that has a human dimension.
- For more in-depth understanding and description of statistics during data collection.
- To have more informed decisions during analysis because the researcher has seen the person involved, and knows the type of information shared as supporting argument for certain perspectives.

### **3.5.2 Advantages and Disadvantages of Face-to-Face Interviews**

Madanes (2014) and Wyse (2014) seem to concur with the fact that there are advantages and disadvantages in using interviews for data collection. However, Wyse (2014) goes as far as

analysing the advantages and disadvantages of face-to-face interviews or data gathering. The advantages are as follows:

- They are more thorough and detailed.
- Probing during interviews is allowed; it is not a “one size fits all” approach, but variations are allowed when necessary.
- Respondents make their own choice of words, as the interviews are verbatim.
- The response rate is normally high as people cannot ignore all the arrangements and pre- planning.
- If there is any misunderstanding the researcher can always go back and verify the information.
- The researcher does not get carried away while neglecting other participants as in a focus group.
- The researcher is less self-conscious in a face to face interview. (Madanes, 2014).

There are some disadvantages that are also associated with using interviews for data collection. According to Evaluated tool of 2006 on research interviews argue in terms of the disadvantages as:

- The time factor is problematic during the interview process.
- There is a cost associated with this process, although sometimes it is not seen as monetary, but the time in which these women will be excused from their duties to do interviews can be calculated as lost production time, which means Transnet will be paying them without the actual services rendered.
- Participants can have different understandings of the same questions, which might nullify the purpose of interviews and consume even more time.
- Participants might battle to assert their views as they may shy away from resorting to their slang/peer language when they talk to researchers.
- Participants may withdraw from giving true information as they might not trust the researcher.

### **3.6 DATA COLLECTION**

The study used Easy Voice Recorder for collection of data, and this process was done with the consent of the participants. The recording process for data collection should not be underhand but the process should be transparent to allow the participants to voice their views about the recording. As secondary data, structure of the Terminals was used on the issue of female empowerment programmes to establish the challenges thereof. The analysis of such statistics was additional to that of the primary data.

The data were collected through the recorder and the writing of responses during the interviews. This included having to indicate facial expressions and gestures. Notes were taken during interviews to ensure that there were supporting documents should there have been any discrepancies in the interviews. When the interviews were over, further reviews of notes and making time to listen to the recording were for information verification while the interviews, especially the gist of the discussions, were still in memory. The information was then transferred to the disc and marked accordingly, and the recording deleted from the recorder to allow ample space for other interviews. Such copied discs were kept in a safe where no-one else had access. This data was accessed once all responses had been collected and analysis of the data could take place. Wyse (2014) encourages this process as she believes that the information analysis will be more accurate, and the process will assist the researcher to keep her focus, and be able to capture each interview with the type of emotions that were shared face-to-face.

### **3.7 IMPORTANCE OF INFORMED CONSENT**

Informed consent refers to the responsibility of the researcher to ensure that all subjects and questions are well understood by the participants. The explanation of the process must be clear and communicated in clear and simple English so as not to confuse the participants. According to the Western Institutional Review Board (2016:13), there are six important goals that each consent should achieve:

- It should give out information about the research subject, which basically means it should be clear about the nature of the research and its procedure. In this study all participants were given clear information on the nature of the study, its purpose, the population involved, the data gathering process and the research tools.
- The respondents should be given ample time to consider all options. The researcher should not hide the fact that respondents have the right to withdraw from the study at any stage. Women leaders in the Terminals were issued with consent forms in due course to read, understand and explore their options.
- Decision-making capability refers to the mental ability to make a well-informed decision; hence the participants used in the study were people with sound minds, who had the ability to make informed decisions regarding questions that were asked. Moreover, the questions were elaborated on where necessary.
- These females in senior position at the Terminals, together with their education level, proved the ability of these women to understand all questions the researcher posed to them.
- The process was voluntary through a commitment from respondents to participate in the process through face-to-face interviews, and they had the right to pull out of the study at any stage should they have felt uncomfortable.

### **3.8 CREDIBILITY AND TRUSTWORTHINESS**

In qualitative study the most vital instrument that are measured is credibility and trustworthiness. Credibility refers to the degree to which the research is sound, believable and convincing; transferability is concerned with the extent to which research findings can be generalised to other settings or contexts; dependability or consistency seeks to ensure that the findings occurred as the researcher says they did and confirm ability refers to the extent to which findings are not based on personal biases, motivations or interests. However, for a qualitative study credibility and trustworthiness are key criteria for research and they are discussed in detail below:

### **3.8.1 Enhancing Trustworthiness and Credibility in Qualitative Research**

According to Anney (2014), there are a number of criteria that need to be followed by the qualitative researcher to ensure maximised trustworthiness of the research findings.

#### **a) Credibility**

This is defined as a degree of confidence associated with truthfulness of findings from data, their interpretation, participants' original views and coherence.

#### **b) Prolonged engagement in field or research site**

Anney (2014) feels that when a researcher spends more time in the field s/he then tends to better understand the research, and any form of distortion can thus be prevented.

#### **c) Use of peer debriefing**

Anney (2014), supports information-sharing among researchers, in that it enhances the support from other qualitative researchers and the supervisor should be available to give guidance; such feedback tends to improve the quality of the research.

#### **d) Triangulation**

According to Anney (2014), this system involves a variety of methodologies, researchers, sources and theories to obtain corroborating evidence. However, this research did not deploy triangulation.

#### **e) Member checks**

Anney (2014) states that, member checks refers to data and their interpretation: they should be continuously evaluated and tested to ensure quality.

#### **f) Auditability**

There should be a trail of audit for all the data collected.

#### **g) Transferability**

The research should be able to transfer the data to other contexts with different participants.

### 3.8.2 Control of Bias

Kishna, Maithreyi, and Surapaneni (2010) define bias as a sampling and systematic error that can affect and distort the findings of a study or investigation. However, there are means of ensuring that the study is real, valid and there is control of bias. Rick (2015) argues in terms of four issues to avoid in order to ensure bias is minimised and controlled in qualitative research:

**Having biased question that is irrelevant, or that limits the participant:** Rick (2015) believes that the questionnaire or interview should be clear and understandable, all questions should be relevant to the study, and participants should not find it difficult to understand what the questions require of them. The willingness of the investigator to elaborate and probe further is part of ensuring that questions are well understood by the respondents.

**Choosing the wrong population for sampling:** Indeed it is rather a given that a wrong population will feed wrong information; that is why a researcher should through the population and sampling that is going to be used in order to extract information of value that is not biased. The population for the research was all 16 females in senior position in the Richards Bay Terminal.

**The body language and the fact that there was no influence from other members as in a focus group:** The use of pseudonyms eliminated any possibility of respondents being biased because of fear of being prejudiced by their comments, as their names were not used even on labelling of the data.

**Misinterpreting results from the data that were collected:** The data were interpreted by identifying themes and subtopics using software called computer assisted qualitative data analysis software to ensure there was no misinterpretation.

### 3.9 DATA ANALYSIS

As it was stated under the data collection process, all data collected was to be saved on disc, and each disc clearly marked according to each pseudonym and stored in a safe. These discs

were retrieved for the purpose of transcribing each interview. The process was effected by ensuring that one interview at a time was transcribed to ensure there were no distortions and mixing of issues. The notes and any themes, thoughts and issues were taken during the transcribing process of each interview.

The analysis of the content followed what Braun and Clarke (2006) refer to as thematic analysis. They argue in terms of a thematic analysis tool or technique for any psychosocial issue, and that it can be divided into two themes, i.e. epistemology and phenomenology. Epistemology refers to conversation analysis and phenomenology to interpretive analysis.

Braun & Clarke (2006) categorise such analysis by reading through each interview and listening it over, taking notes of any themes and issues emerging during the interviews. These patterns are then categorised into subthemes. The study findings were presented and analysed within these themes that emerged from the ideas and experiences of the participants. The last phase was the coding of all the themes and subthemes covered through computer-assisted qualitative data analysis software (CAQDAS)<sup>1</sup>, which handles not only text but audio and visual files data. This application created a hierarchy of trees of categories which the researcher then identified, underlined and labelled. She was in a position to identify all the redundant themes and possible inaccuracies and then establish common links between themes and the literature review for women in leadership.

### **3.10 ETHICAL CONSIDERATIONS**

According to Denzin and Lincoln (2011:1), “ethical discussions usually remain detached or marginalized from discussions of research projects. In fact, some researchers consider this aspect of research as an afterthought. Yet, the moral integrity of the researcher is a critically important aspect of ensuring that the research process and a researcher’s findings are trustworthy and valid.” The study followed the University of KwaZulu-Natal Research and

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<sup>1</sup> Computer assisted qualitative data analysis software (CAQDAS) is analysis software designed for social and market researchers, and is radically changing the way people learn how to do analysis in commercial research today. With a professional analysis software package for qualitative data such as ATLAS.ti, the process of analysis becomes not just more flexible, but more visible and transparent. Newcomers, students and trainees can thus be shown clearly how experienced researchers search, interrogate and interpret data to reach complex insights and conclusions. The website is <http://www.atlasti.com/analysis-software-qualitative-analysis-software/> (Atlas.ti, 2016:5)

Ethics Policy and the application for ethical clearance was submitted to the University of KwaZulu-Natal Humanities and Social Science Research Ethics Committee. Ethical clearance was received (Appendix 4). Peter (2015) defines three aspects that need special consideration when conducting qualitative research: in-depth interviewing and protecting of vulnerability, thick descriptions and confidentiality and naturalistic observation and privacy.

### **3.10.1 In-depth Interviewing and Protecting of Vulnerability**

According to Peter (2015), the researcher has a number of interviewing and vulnerability issues which s/he needs to ensure compliance. The researcher should ensure that during the probing, she respects people's traumatic events, losses, abuse, marginalisation and life-threatening events. As this was a psychosocial study, a special precautionary measure was taken into consideration, namely, ensure that the respondents vulnerable areas were taken into consideration and that they were not exploited by raising more sensitive topics. When the participants needed a break from the interview, such a break was planned for. Respondents were at no point exhausted, nor were they in need of a break; in fact, they were enthusiastic.

### **3.10.2 Thick Descriptions and Confidentiality**

Pseudonyms (Glorious, Gracious, Immaculate, Magnificent and Precious) were used to identify all participants to ensure privacy, hence confidentiality was maintained. Certain declarations of confidentiality were made by the participants during all interviews, and consent forms were issued and signed for recording, as well as for participating in the study as a whole. The list of pseudonyms was not shared as a precautionary measure to ensure that anonymity was maintained, and to safeguard against possible identification of the women who participated.

### **3.10.3 Naturalistic Observation and Privacy**

Peter (2015) emphasises the issues relating to observation that some issues observed might be sensitive, and the researcher should ensure that within the study site, she safeguards them. However, for the current study, no observation data were collected, as the study used face-to-

face interviews with all participants. The privacy issues were covered through the use of pseudonyms, so the study complied with the required ethical considerations.

### **3.11 LIMITATIONS OF THE STUDY**

The study has the following limitations:

The study focused on females in senior positions at the terminals in Richards Bay and not at other ports in the country. An additional limitation of the study was the fact that out of the sixteen females in senior positions at the terminals that were identified as the population for the study, only ten females consented to being interviewed for the qualitative study.

These findings and recommendations should not be generalised to other terminals. Critics may argue that for this study the terms leader and manager were considered as one, noting that in reality there is a distinct difference between a manager and a leader. A final limitation is that the study accepted that due to length of service in senior posts, the females interviewed were successful. It would have been problematic to request their performance appraisals to determine their levels of success.

### **3.12 CONCLUSION/SUMMARY**

This chapter provided an overview of a qualitative research method and one-on-one interview methodology as data-collecting instruments. The chapter also provided issues of sampling, permission to conduct the study, validity and reliability, data analysis and ethics. Chapter four presents the findings and discussion.

## **CHAPTER 4**

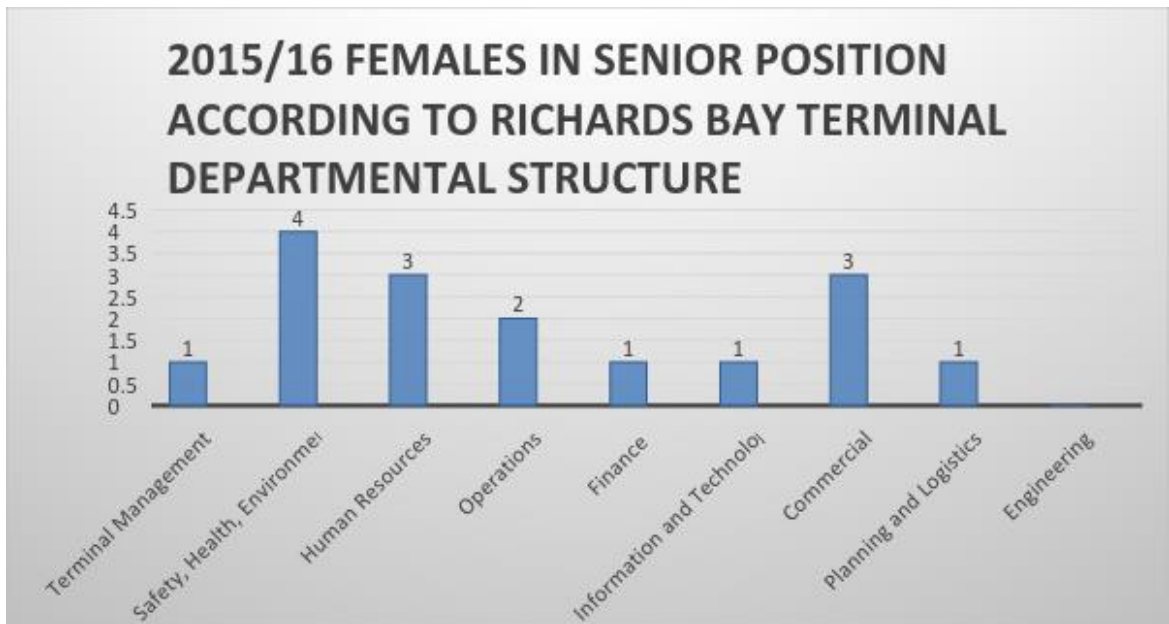
### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1 INTRODUCTION**

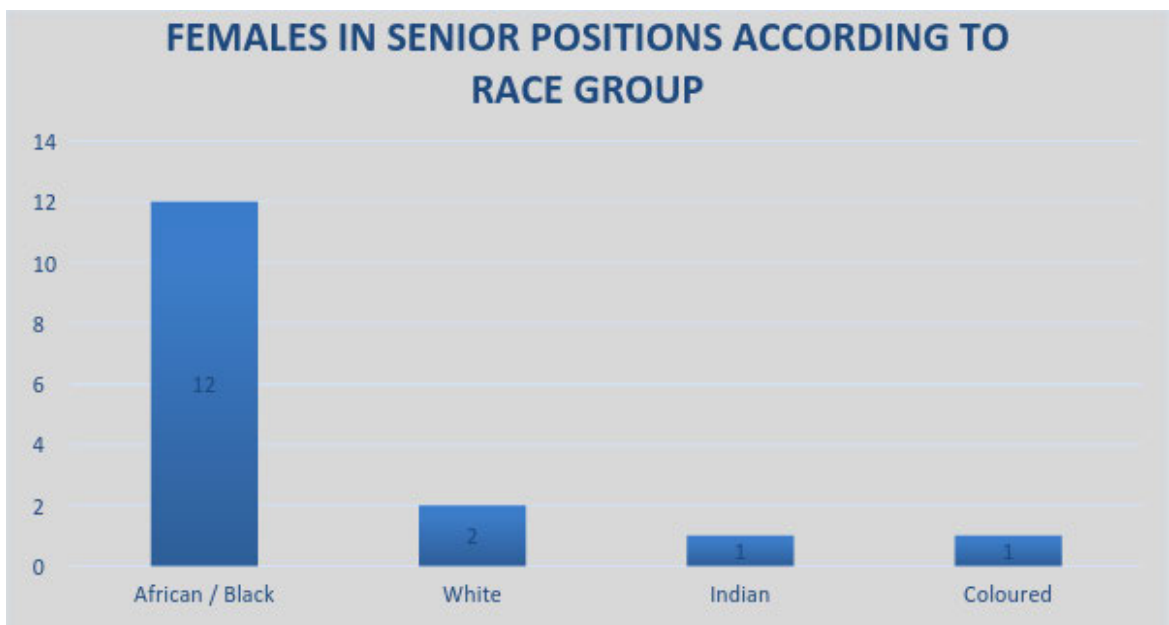
Analysis and interpretation of the findings from this qualitative study are presented and discussed at length in this chapter. The findings of the research and discussions concerning challenges faced by females in senior positions at Transnet Terminals in Richards Bay are presented. These findings draw on the literature review. There were four objectives that the study addressed: firstly, to determine the barriers in relation to dealing with employees of the terminals; secondly, to determine the challenges when dealing with third parties such as customers, trade unions and other people outside Transnet Port Terminal; thirdly, to determine the type of skills and qualifications required for growth and development through climbing of the corporate ladder and lastly to determine the experience that females in senior posts at the terminals hold.

Out of the 16 female leaders that were the purposively selected target population of the study, only 10 agreed to be interviewed. This study presents and analyses data received from the respondents. Six sections are analysed through a number of themes under the following headings: 4.2 focuses on barriers faced by females in leadership; 4.3 on challenges faced by those females; 4.4 on academic experience, career development and succession plans; 4.5 on leadership styles that female leaders have adopted; 4.6 on support that female leaders would prefer from their place of employment; 4.7 on gender stereotypes vs attributes of a good leader; 4.8 on dynamics of females in leadership role; and 4.9 which provides the summary of the chapter.

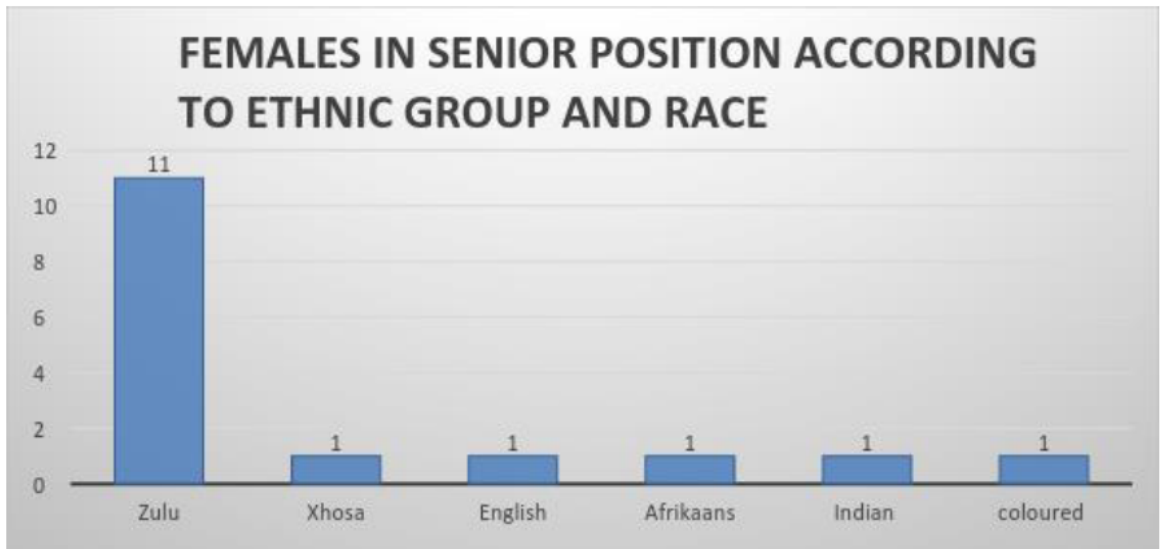
#### 4.1.1 Analysis of Statistics related to Females in Senior Positions at the Terminals



**Figure 4.7:** Departments represented by Females in Senior Positions, her Terminal Structure

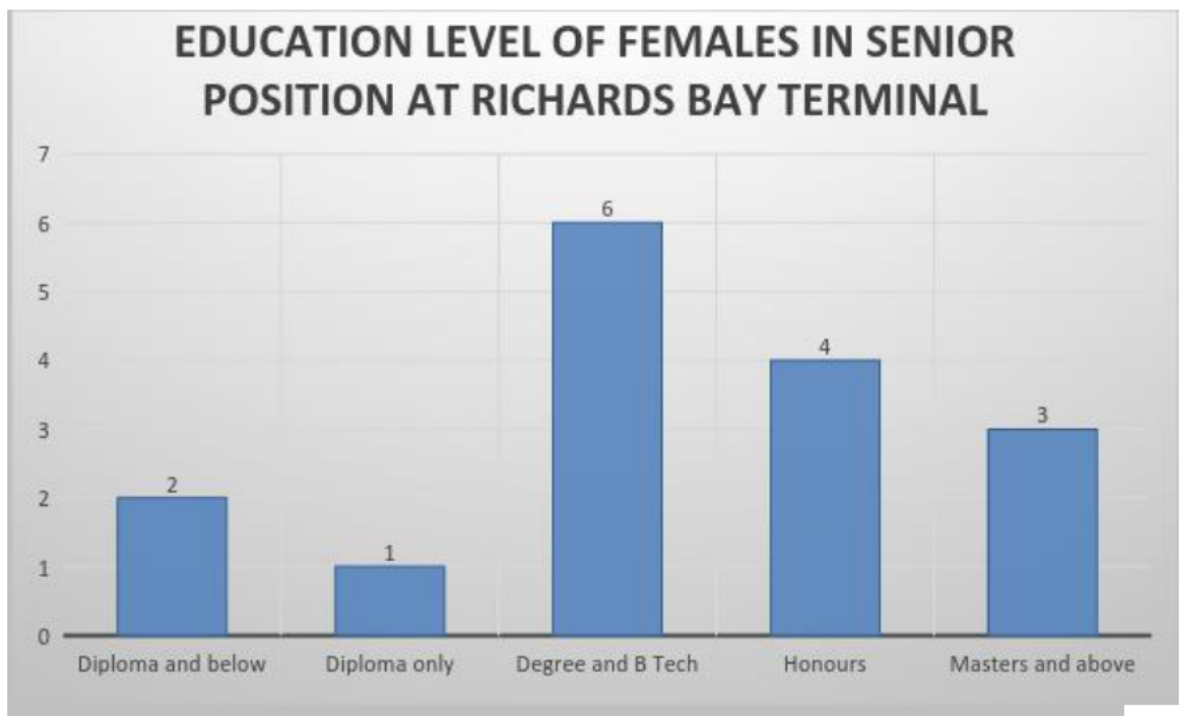


**Figure 4.8:** Race of Females in Senior Position

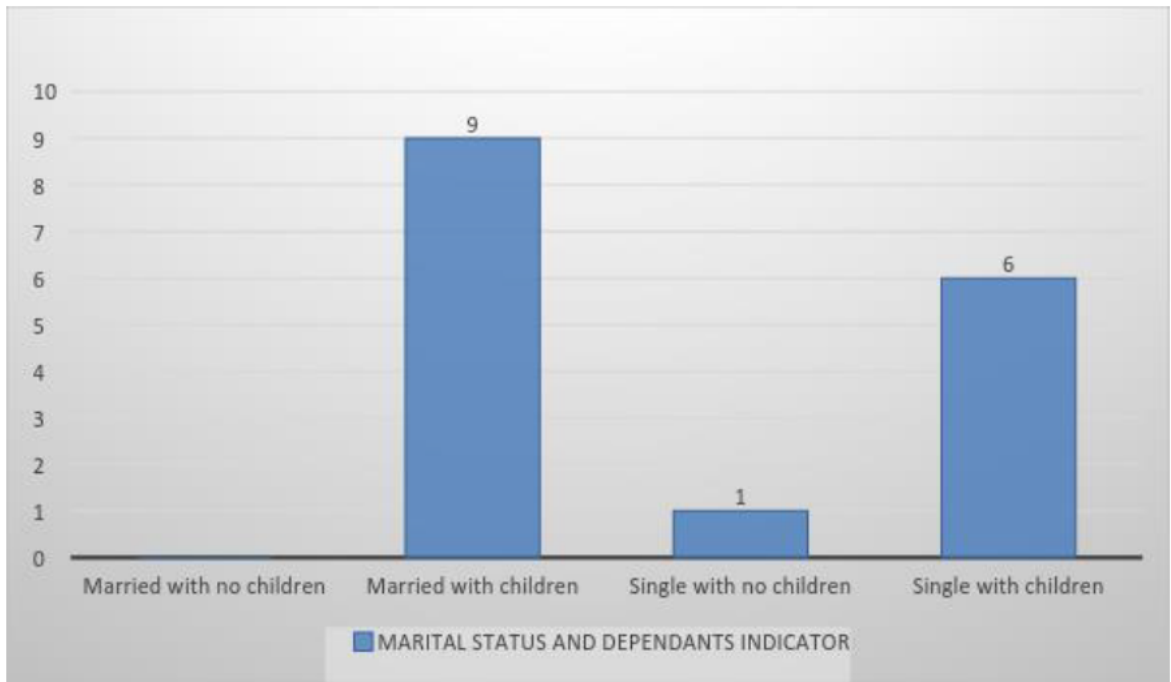


**Figure 4.9: Females in Senior Position according to Ethnic Group and Race**

Source: Survey Data, 2016



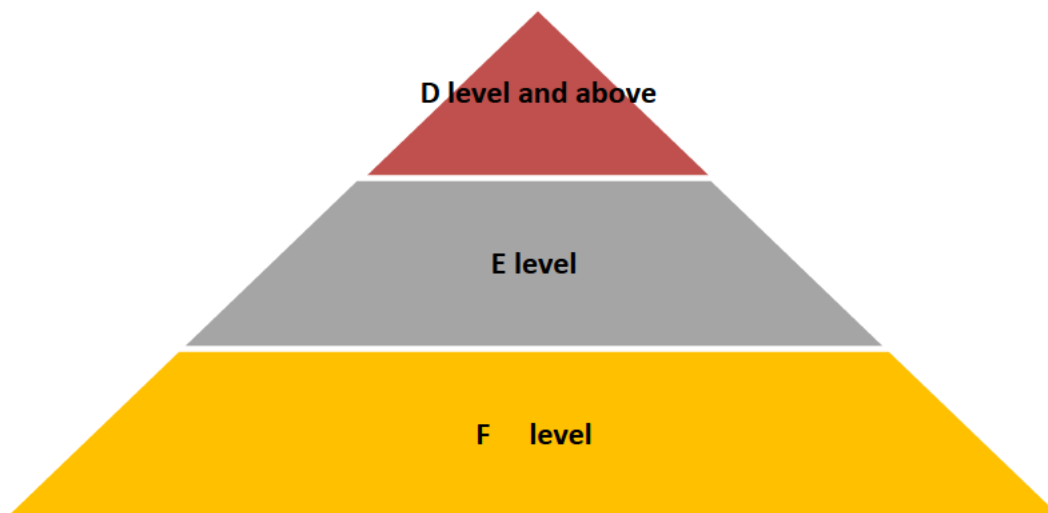
**Figure 4.10: Education Level of Females in Senior Position at Richards Bay Terminal**



**Figure 4.11: Marital Status and Dependants inclusive of Children**

#### 4.1.2 Raw Data of Respondents

The raw data of the study includes 10 females in senior position, senior managers and middle managers.



**Figure 4.12: Management Hierarchy of the Respondents**

The females in senior positions in the study comprise of the managers from F level to D level

### 4.1.3 Target versus Actual Respondents

Sixteen females in senior position were selected from Transnet Port Terminal, Richards Bay, to participate in the qualitative study. These are the only females in senior position and of these, only ten were available for interviews and data gathering. They are all managers and the group included middle managers, senior managers and executives. The data collected from this study were integrated into themes for analysis and presentation as findings.

<b>Management Level</b>	<b>Target per Level</b>	<b>Actual per level</b>
<b>Executive</b>	<b>2</b>	<b>2</b>
<b>Senior</b>	<b>3</b>	<b>1</b>
<b>Middle</b>	<b>11</b>	<b>7</b>

**Table 4.2 Target versus Actual Respondents from the Study**

**Source:** Survey Data, 2016

The data in Table 4.2 show the targeted number of females in senior positions and the actual ones that were interviewed. All the executives were present for interview, but only one out of three senior managers, and seven out of 11 middle managers. The data show that middle managers were available for interviews; only one out three senior managers was reached and at executive level they were willing to participate and ensure they played a role in the data gathering of the study.

### 4.2 Barriers to Female Leadership

The first objective of the study was to determine the barriers in relation to dealing with other employees within the Terminals. These barriers are analysed through challenges encountered

with their senior management, sub-ordinates and equals. The seniors are the managers above their ranks, subordinates are their juniors and equals are other managers within their rank regardless of gender, age and race within their place of employment, the Terminals.

The following themes were identified: gender stereotypes, honesty issues, support issues and networking. Respondents noted that females themselves tend to look down on one another, and in a way this encourages males to disregard their views and take decisions on behalf of the female leaders. Respondents also felt that the barriers are created by lack of honesty when it comes to performance and that there is lack of communication and be open about the level of performance with improvements that are required. Instead of coaching and building ones character by communicating where they are lacking through constructive criticism, they are then side-lined by their seniors and this affects growth and development and create unnecessary barriers.

### **THEME 1: Gender and Age Stereotypes**

Research respondents stated that gender stereotypes have affected them at Terminals. According to Hoobler, Lemmon & Wayne (2011), women are not normally perceived as good managers, but compared to their male counterparts they are rather recognised for activities such as administration rather than their management duties. Hoobler, Lemmon & Wayne (2011) continue to state that barriers at hierarchical of organisations are still experienced and this has created a glass ceiling to gender stereotype that females do not match males when it comes to leadership. Other respondents feel that such a stereotype exists because of the type of environment they work under, which is dominated by males and older people. They disregard decisions taken by female leader because of her being young, forgetting that authority is vested in position which allows for the discretion of the manager.

*“Sometimes decisions are taken on your area of work without consulting you and getting your views on the subject matter. I guess maybe my seniors forget*

*about my ability at this stage and the fact that in my area of work, decision-making is still within my prerogative...”*

Female Manager – Precious

Another respondent, Gracious, with tears in her eyes:

*“I don’t think that my comment on the subject will change anything, or the behaviour of people towards women in management. I think it is just not worth wasting comments...”*

Female Manager – Gracious

A changed mind-set, although possible, cannot happen overnight as the prevailing culture sees females as mothers rather than managers, which means they have to work twice as hard as their male counterpart to prove their capabilities. A study by Laney, Hall, Anderson, and Willingham (2014) explored how women juggle work, motherhood and being a wife, and it shows that most women master the combination quite well while the children are growing. People’s mind-sets need to change so that motherhood is not seen as a barrier, but as training for better management skills.

Both gender and age is part of the cultural stereotype, in that women, regardless of their position, are often seen as inferior. This is the cultural stereotype basically suggests a woman got the position because of her education, but as for experience most men have much more compared to women. Male managers can of course be young, but they are not referred to as boys, or seen as inferior like women. De la Rey, Jankelowitz and Suffla (2003) argue that stereotypical assumptions about male and female gender differences make it difficult for women to climb the ladder of leadership.

## **THEME 2: Lack of Honesty on Performance Issues**

Respondents felt, when dealing with performance, that dishonesty is also one of the barriers that female leaders face in their area of employment. Honesty is the first leadership trait to be discussed within the theory. According to Hossain (2015), honesty is vital for a leader because it shows the ability to manage a business with integrity.

*“Transnet Port Terminals management should learn to be honest when it comes to issues relating to performance. There is nothing as painful as thinking you are doing well as a female manager and then you are not told where there are gaps, you are being backstabbed, and the person who always acts as if they appreciate your work is talking negatively behind your back...”*

Female Manager - Glorious

There is indeed a thin line between these words, honesty, trust and transparency. Most respondents felt that senior management at the Terminals needs to improve the degree of honesty on issues that are work-related. The respondents felt that there is a need for improvement of transparency in order for the business to improve, that as a team they should not break each other through slandering, backstabbing and gossip.

Another respondent concurred with the above statement:

*“Depending on who is asking for support from the senior management, some people are worshipped and taken serious while others motivate for business need but their requests seem not to hold water. Males are taken more seriously, but at the end of the day we are all working for Transnet and the same senior management expect positive results...”*

Female Manager – Magnificent

### **THEME 3: Adequate Support**

Nijat and Murtazashvili, (2015:5) argue that the stereotype used against women in positions of authority still continues; people still believe woman lack political support, and are perceived as fairly weak when it comes to decision-making. Support is vital when it comes to women in leadership, and it can take several forms: political, social, corporate and family.

The respondents brought up four aspects of support, i.e. role modelling/mentoring, family support, networking and training, as well as development. The females' points of view differed, in that all those that had grown into management within the Terminals felt that although there were no mentoring programmes, training and development were provided to ensure female managers grew into their jobs, or they were well introduced to their new sets of responsibility. Those who came to assume management duties from other organisations felt that they were thrown into the deep end without thorough guidance of what to expect. Patel (2013) argues in terms of the importance of role modelling and mentoring; to ensure succession plan is implemented and in place. According to him, this is the support any person can be offered, and it is vital to women as it brings promotion within organisations. Ely, Ibarra, and Kolb (2011) argue in terms of training and development, that organisation have a responsibility to support programmes that support leadership among women as they develop women for senior management and chief executive roles.

### **THEME 4: Sociological Factors**

Sociological factors emerge from socialisation, hence most of the respondents argued that in terms of socialisation, most people associate management with males. This is the sociological factor which need to change because females are capable of managing. The society should see females as leaders, not as emotional beings, baby cradlers and nurturers. Although there are female managers, it is not easy to change how they are perceived overnight. One of the respondents during the interview session said:

*“It is easy to get along with subordinates as they see you as their mother, a child-bearer and so loving, although it is sometimes difficult when work is required...”*

Female Manager – Gracious

Another respondent concurred, saying:

*“Sometimes culture issues and values play a role, because other people can tend to blow a small issue out of proportion until it becomes big...”*

Female Manager – Immaculate

#### **4.3 Challenges related to Trade Unions, Customers and People outside Transnet**

Objective number two of the study intend to determine the challenges when dealing with third parties such as customers, trade unions and other people outside the Terminals. Adams and Kirchmaier (2013) state that the labour force is faced with two challenges, economic and cultural. Economic challenges include having to ensure that customers are retained for the Terminals business to be sustainable. Cultural challenges are those that people tend to develop over time, notwithstanding that trade unions tend to forget that their members are still employed by Transnet when questioning business. Union culture tends to politicise almost every issue, hence there is confusion between the organisation’s objectives versus its political mandate. When research participants were asked to elaborate on challenges they had faced when dealing with organised labour and customers or anyone else outside Transnet, the following themes were identified, i.e. the labour force (trade union dynamics), customer satisfaction, and service delivery.

## **THEME 5: Labour Force (Trade Union Dynamics)**

Unions are also referred to as organised labour within the terminals. Most organisations have an established organised labour (unions) as the communication line between the bargaining employees and management. The Terminals have two recognised unions, i.e. UNTU (the United National Transport Union) and SATAWU (the South African Transport Association of Workers Union). When respondents were asked about the challenges when dealing with trade unions, they all echoed that unions seem not to be able to draw the line between business objectives and their mandates, as this brings confusion. Some respondents felt that the union representatives are caught between impressing management and the employees. Others felt that unions are there to oppose management regardless of how much sense the proposals make and sometimes they disregard that the requirements of business take priority. The feeling is that unions should not forget that their members are also the Terminals employees and move away from their approach of opposing management and consider what good for the business.

The study revealed that the 10 respondents that have dealt with unions before view the labour force as a means of opposing the business regardless of growth and how the action of such labour will affect the objectives of the business. Such opposition by unions seemed to be obstacles to female managers hence it encourages subordinates of these managers not to take the business as vital because they know unions will defend their actions regardless of its authenticity. The feeling is that the workers need to change their approach by ensuring that they understand the business requirements and commit to them, rather than thinking that business objectives are the responsibility of management. The platforms, like the local business committee (LBC), which integrated the unions' representatives and management through presenting the business focus, target and objectives. The other initiative existing is the International Labour Organisation (ILO), which was created to ensure integration between management, unions and workers but the progress toward good integration in the Terminals is imperceptible with challenges.

## **THEME 6: Customer Relations and Service Delivery**

The question that was posed to the respondents was: Do you think client relations are a vital aspect of your job? Elaborate on your response and mention the impact that client relations have on service delivery. The findings revealed that customer satisfaction is what the Terminals strive for, through ensuring that the service delivered to customers meets their standards. Most respondents felt that though the Terminals strive for customer satisfaction, but when these female leaders deal with customers, a number of complaints were raised by customers which tend to be obstacles. The procurement bottlenecks as the business internal process to some customers they interpreted it as a failure by female managers to escalate to relevant senior management to resolve which is not true. Most female managers that dealt with external customers on service delivery experience rejections by customers where there are challenges as they are told that customers will move their business to Maputo Terminals. Most female managers felt that with such challenges and being females, they have to work even harder to prove themselves to their customers and develop a communication skill of ensuring customers are informed of all the processes including challenges as they deliver service to them.

Most respondents felt that internal customers disregard change of the financial situation of the business because internal customers are also Transnet employees. Employees (subordinates) do understand when there are cost-saving initiatives by the business but they seem to challenge their managers especially when they are females. However, the same female leaders felt that the biggest challenge was in dealing with external customers, who tend to see these female leaders as failures because of their gender and compare their services with the competition instead. Respondents felt that the terminals procurement processes need some adjustment, in order to respond to the competitive industry. According to Ali (2012:982), the leadership conceptual framework is best described using the CLICKS PRIDE model that all organisations should adapt to change when it comes to leadership. Ali (2012: 982) believes organisations should C-communicate, L-learn, I-influence, C-confidence building, K-knowledgeable, S-strategise and P-prioritise, R-relationship building, I-integrity, D-delegate and E-e-dimension.

Most female managers believe continuous updates and communication has helped them to conquer obstacles relating to customers.

#### **4.4 Academia: Experience, Career Development and Succession**

Objective three of the study intended to determine the type of skills and qualifications required for growth and development in the Terminals. This means the type of qualifications, skills and experience leaders possess ensures identity and that they are versatile when it comes to possessing skills for the job. The research participants were asked whether they thought they are well positioned and have adequate skills to perform their jobs effectively, the following themes were developed and identified, i.e. adequate skills, and training and development.

##### **THEME 7: Adequate Skills**

The findings of the study revealed that most of the respondents felt that they were well positioned and their skills were adequate. However, all 10 respondents felt adequately skilled yet with room for improvement on their skills. Respondents were overqualified for the positions they hold. Davis and Maldonado (2015) feel that inequalities still exist when it comes to gender and qualifications. They argue that there is not yet enough grooming of women in leadership, academics and engineering. In total, 7 respondents that are at middle management level believed there should be a plan for them to ensure the development of and a better future for their leadership skills within the organisation.

##### **THEME 8: Training and Development**

Training and development is part of the requirement of every organisation to ensure that its employees are supported in their operational areas. To ensure that employees are trained, the approach is through a personal development plan (PDP), which is the annual mandatory requirement for every employee, and a training plan for the department which is linked to the Terminal training plan. Out of 10 respondents, 7 thought that the Terminals had supported them with training and development for the position they were holding. The other 3 felt that some of the training they preferred could not be achieved owing to economies within the Terminals. They also mentioned that the approach on the personal development plan was made by the

employees, not the manager in charge, nonetheless the manager was the one who was responsible for the employees' performance rating and development.

Ely, Ibarra, and Kolb (2011) believe organisations should support women through leadership development programmes, the Terminals do have programmes like women in operation and training to ensure women are given the opportunity to learn to lead a corporations like Transnet, which is operationally based. Three out of ten of the respondents felt training and development of women in leadership should not be affected by predicaments of the organisation like an economic crisis. The other concern raised was the fact that sometimes with training and development that concerns performance, there is a need for motivation which is a long process and time consuming.

#### **4.5 Dynamics in Experience Attained by Female Leaders of Richards Bay Terminal**

Objective number four of this study intended to determine the experience Richards Bay Terminal leaders have attained. During research, the findings showed that the women are specialists and represent different departments. Their experience covers Human Resources (HR), Terminal Management, Operations, Planning and Logistics, Commercial, Finance and IT (Information Technology, Safety, Health and Environment, Risk and Compliance (SHEQ R&C)). These findings were compared to the secondary data source, the Terminals structure, which showed that there is only one department not represented by female leaders, and that is Technical and Engineering.

Davis and Maldonado (2015:49) argue that although women have managed to break through the barriers of the labour pool, most female leaders do not hold senior and executive positions, but are middle managers. In the Terminals, most female leaders are middle managers, but there are no female leaders in the Engineering and Technical Department of the Terminals.

#### **4.6 Does Gender Matter in the Making of a Good Leader/Manager?**

This is a question to ponder on when it comes to being a good leader. The attributes of a good leader, according to Hossain (2015:21-23), in an organisation involve a number of issues to do with moral and ethical courage, leading by example, and creating well-focused teamwork. It involves recruiting and promoting employees who demonstrate leadership abilities, have a sense of reality and logic by ensuring balance between weakness and strengths, and communicate with sub-ordinates. Customer satisfaction is of vital importance, and understanding the importance of keeping a fine balance between work and the liveliness of people around the office space.

All these positive attributes require a type of manager who is willing to learn and understand what is expected of him or her within the line of duty. Organisations do not chose leaders based on sympathy, but look for the skills and the cost benefits for the company and business when appointing leaders. Leadership employment should be based simply on qualifications and ensuring that women are represented in these positions of power.

When the respondents were asked a question on the problems they had about gender whilst holding their positions, the following theme was developed: *trust and respect for female leaders*. Among 10 respondents, 7 echoed that indeed the Terminals are dominated by men and its location makes it even more difficult to deal with men and women with strong cultural backgrounds. At a certain point, some of the female leaders among 7 respondents felt emotional about the level at which people do not accept change let alone accepting women in leadership roles.

#### **THEME 10: Trust and Respect**

The findings of the study revealed that females in senior position at the Terminals do not feel well respected when it comes to doing their jobs, giving out instructions and directions. The trust issue involves both internal and external customers: the respondents felt that the customers

seem not to trust them on their operational issues, nor do the internal customers, who include the managers' subordinates and other employees of the Terminals.

Whitehurst (2015:2) gives pointers on how to earn respect as a leader regardless of your gender and race. He mentions three important aspects to ensuring trust and respect is earned: showing passion and drive in your job, demonstrating confidence and engaging people on all facets that involve your performance. He seems to support the argument that was put forward by some of the respondents, that although respect and trust is a problem, when they started engaging with employees, they eventually gained trust and respect. The other concern raised was that for female leaders to be recognised in their positions they had to work twice as hard as their male counterparts.

#### **4.7 Discussion of Findings**

This chapter presented findings and discussion from the qualitative study on investigating challenges faced by females in senior positions at Transnet Port Terminals in Richards Bay – the challenges of note being the gender and age stereotypes, lack of honesty, inadequate support, and sociological factors that created barriers when it comes to female leaders, and tended to challenge the female leaders' potential.

The study revealed that women have a number of challenges within the Terminals. The challenges emerged from corporate factors which looked at all customer relations the labour force, which is focused on their unions and third party contractors and subcontractors; and academic study, which is concerned with the skills, education and training of female leaders within the organisation. The study revealed that unions seem to be confused about whether to support female management or the employees. Female managers seem to struggle with Union co-operation when dealing with issues that relate to operations, the response on issues differs when the matter is escalated to senior male management. Although they are unionised, they are still employed by Transnet so their priorities should include the objectives of the business rather than their political mandate.

The study revealed that although the Terminals have a strategy that has four pillars which is; admired, agile, digital and united, the support to females in senior positions is inadequate. The females in leadership position feel that support levels differ compared to their male counterparts. The systems in place do not facilitate the strategy as there are bottlenecks in the procurement processes which affect business performance, and lead to customer dissatisfaction with service delivery. Such failure is associated with their management as females, which is not true. The comparison that was made, owing to such challenges, was with the systems of Maputo Terminals, which became the Richards Bay, Terminals' competition on delivery of their tippler (which is the operation that involve coupling and uncoupling of rail trucks and offloading of wagons) for business strategy and speed of delivery of services to customers.

The analysis done during the data gathering with females in leadership positions at the Terminals was interpreted through a graph, labelled figure 4.10 prove that the females in management are competent. They have adequate training, skills and qualifications to be in the positions they hold. However, the middle managers are not happy with their progress towards career pathing and development. The assessment revealed that although they are trained and well skilled, there is no succession plan in place that gives the middle managers confidence in their future prospects at the Terminals.

Both the study and analysis of Transnet Port Terminals, Richards Bay's structure revealed barriers of not being trusted when it comes to decision making which results to inadequate support, disregarded by employees including subordinates, senior management and trade unions and being undermined by the customers on the ability to deliver services. All other departments have women in senior positions, ranging from middle management to the executive level. The departments that have female leaders are Safety, Health and Environment, Risk and Compliance, Finance and Information Technology, Commercial, Planning and Logistics, Operations, Human Resources and Terminal Management.

## **4.8 CONCLUSION**

The results from the qualitative study were presented, analysed, interpreted and discussed, and the outcomes are as follows: The most significant result of the process was the reaffirmation that there are indeed challenges when it comes to women in management or leadership positions at the Terminals, which are promoted by the way women seem to be perceived compared to their male counterparts.

The study had four objectives, which were to determine the barriers, challenges, and type of skills and experience female leaders at the Terminals possess. The barriers were identified as a lack of honesty by senior management when it comes to performance issues, inadequate support of female leaders to excel in their job and the prevalence of gender and age stereotypes. Regarding the analysis of challenges represented by third parties and trade unions, the analysis confirmed that challenges exist in unions having to draw a line between business objectives and their political mandate. The skill that the Terminal will have to work on is to recruit female leaders for the Technical and Engineering Department. Lastly, the Terminals should take pride in the fact that their female leaders have vast experience and the necessary qualifications to continue climbing the ladder within the company, although there is a concern about the succession plan in place for most female leaders in middle management.

## **CHAPTER 5**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This study investigated females in senior positions at the Terminals. Conclusions and recommendations from this study are made in this chapter. Conclusions and recommendations are based on two types of findings, from the primary study conducted and from the literature review on investigating females in senior positions at the Terminals. The conclusions and recommendations are based on the research objectives and questions.

#### **5.2 Findings from the Study**

##### **5.2.1 Findings from Literature Review**

The literature of the study was reviewed based on the following headings/aspects:

- Reviewing dynamics of females in leadership role
- Reviewing obstacles and barriers to female in leadership
- Reviewing attributes of a good leader
- Reviewing challenges faced by females in leadership

The review of the dynamics of females in leadership roles focused on different aspects by considering the corporate, labour force, political and academia. This was done by defining the corporate, labour, political and academic aspects that female leaders deal with on a daily basis when performing their function as leaders. The literature that was reviewed consistently identified that within the corporate world, women remain under-represented in leadership roles. The labour force, which refers to employees and organised labour in South Africa consistently showed the need for gender diversity and that cultural issues play an important role as females are not perceived as powerful labour like their male counterparts.

The literature review showed that obstacles and barriers still exist for female leaders/management and they emerge from social norms, gender stereotypes and cultural factors. Social norms refers to the socialisation of people that basically represent females as mothers and nurturers then as managers. Gender stereotypes being that female leaders seem not to be recognised as managers but rather are perceived as emotional beings who cannot handle tough assignments and tasks compared to the male counterparts.

From the literature reviewed, the attributes of a good leader and a good manager were found to be an issue of great importance regardless of the gender and age, a good manager can always be identified. Scholars have argued over the attributes of good managers and leaders and these concepts have been used interchange-able when referring to managing organisations, hence the concepts of leadership and management are used interchangeable throughout this study. Hossain (2015) argues in terms of the indicators and attributes of good managers and leaders being honesty, forward looking, intelligent, inspiring and competent. On the aspect of intelligence, scholars like Goleman (2004) believe leaders require a certain type of intelligence, i.e. emotional intelligence which refers to self-awareness, self-regulatory, motivation, empathy and social skills.

The empirical and theoretical literature reviewed showed that most challenges females in leadership experience is due to lack of adequate support. Scholars like Hoyt & Simon (2011); KPMG (2015); Nijat and Murtazashvili (2015) and Patel (2013) interpreted support through five important aspects, that early childhood socialisation, that most females are not socialised to become managers and leaders on their early development stage. Role modelling and mentoring has shaped most females, by allowing those females that broke through first in this management to mentor others. Family support is also identified as vital for shaping females in management and leadership role, as they would like to be supported on mothering, family aspect and nurturing within the family, hence partners should be role players to ensure support on taking care of children.

Networking is when management get to be exposed in other roles as organisation representatives, which allow them to network and grow in their leadership and management skills and hence such networks assist with consultation when challenges emerge. Training and development is the most important aspect of organisation growth through human resources training where by training plans for each department is being communicated. Sometimes these training and development is communicated as part of performance through personal development planning of the organisation. Authors like Ely, Ibarra, & Kolb, (2011) believe that there is a need for female- specific training and development in order to bridge any possible gap that might be existing when it comes to female management development programmes.

The theoretical review showed that there are challenges faced by females in senior positions, there is evidence from the literature on barriers, dynamic issues and obstacles thereof. The theory reviewed showed that the challenges does exist, the theorists of glass ceiling model, old boys' club, motherhood model and leadership trait theory. The authors discussed the type of obstacles that exist and the ceiling referred to is interpreted into two phase, the gender and race stereotype while within the research it has been evidenced that the two ceiling are the gender and age stereotype as an obstacle.

It is evident that at middle management level the barriers still exists that hinder most female managers to reach senior and executive level. Hunter (2015), Gilligan (1982) and Willingham (2015) used motherhood model as means of making a good leader and manager. The skills females develop as they nurture their children can be transferred to management skills and ability in organisations. Hunter (2015) and Gilligan (1982) regarded management to females as an obstacle and barrier to excel on management duties however Willingham (2015) sees it as a barrier with an opportunity for growth as the mother master their chores then then develop the skills of mastering management duties within an organisation. Hoobler (2011) and Sanchez-Hucles and Davis (2010) have argued that Old boys' club theory is a barrier on its own to females in management because most of the complex and harder project that require decision making are given to males or males get preference of such project.

### **5.2.2 Findings from the Qualitative Research**

The primary objective of the study to determine the barriers and challenges females in senior position face, from dealing with other employees, third parties and trade unions within the Terminals. The study succeeded with addressing the main research question, by showing the type of barriers that females in senior position had experience during their tenure at the Terminals. There is a correlation between the findings from the research and theory, on the barriers in relation to leadership trait theory, though a number of traits being mentioned by the scholars but the relations with the lack of honesty among other barriers that stand as barriers for females in senior positions. The stereotype of gender and race was identified by the theory and the correlations with research is that gender and age seem to be the stereotype most female manager experienced in their positions.

The research question on the challenges that females in senior position face when dealing with customers and other people outside the Terminals. The findings provided evidence of challenges when dealing with customers because of the type of bottleneck that exists within the processes and systems that seem not to be in line with the four pillars of neck Transnet strategy, which is agility (speed of delivery), admired (to be liked or organisation of choice), digital (technological advanced) and united (working together for the goodness of the organisation). On the interpretations of the four pillars of Transnet strategy, the findings showed that this is how most respondents interpreted the strategy. Females in senior positions pointed that there is a lack of support on procurement process to ensure they deliver on Transnet strategy to customers.

The primary research revealed that the Terminals' females in senior positions are skilled, experienced and geared for their roles within the organisation. From the executive, senior to middle management level, the research showed a positive correlation between education and skills the female in senior positions possess. Their skills ranges from human resources, commercial and customer services, planning and logistics, finance and information technology,

operations and safety, health, environment, risk and compliance. Nijat and Murtazashvili (2015) emphasises emerge from when they feel the need for grooming female children and youngest age to penetrate through faculties like medicine, air force and engineering.

Overall, the female managers who took part in this study reported that, they are all affected as females in senior positions at Transnet Port Terminals, Richards Bay regardless of the levels, all have experienced some challenges. However, the senior and executive level female managers feel well supported through training and development while most middle female managers interviewed mentioned the lack of adequate support through mentorship and role modelling. The study revealed the importance of Hoobler, Lemmon and Wayne, (2011), approach on leadership barriers that relate to values and culture of the organisation which includes discrimination in hiring practises, no mentoring programmes in place of which most female middle managers would like to see changes on. The study revealed uncertainties faced by middle managers when it comes to issues of succession plan and development within the organisation.

The study expanded on mentorship and role modelling study by Hoyt and Simon, (2011); Patel, (2013) and Nijat and Murtazashvili, (2015). According to these authors, mentorship and role modelling is of vital importance and that females seem to get better motivation, inspiration and confidence when they are being mentored by other females compared to males. The Terminals should promote mentorship and role modelling as support and for bringing potential for promotion, as per the belief of the above scholars. Hence findings from the study show a need for middle managers to be entered into mentorship programmes that will empower them and give them hope and security for their future growth and career development within Transnet Port Terminals.

**5.2.3 Objective 1:** To determine the barriers in relation to dealing with other employees within Transnet Port Terminal, Richards Bay.

**Findings from the Literature:** Hobbler, Lemmon & Wayne (2011) argue in terms of hierarchical barriers that exist in organisations which create some form of ceiling through

gender and age stereotype to females in leadership position. According to Hoobler, Lemmon & Wayne (2011) gender stereotype is a barrier in leadership that has affected women as their management skills are measured through their gender. They continue to argue that women are not perceived as good managers compared to male counterparts and hence women have to work even harder to prove their management skills when they are in position of power.

**Findings from the Research:** The study confirmed that challenges, barriers and obstacles exist when dealing with employees at the Terminals. These barriers are gender and age stereotype, lack of honesty on performance appraisals, lack of adequate support when required by female managers. However, females stated that they had to change the way they are perceived and received by ensuring that they work harder and gain confidence of their senior managers, subordinates and other managers from different departments.

**Conclusion:** In line with the objective of the study, the findings confirmed that there are challenges and barriers faced by females in senior positions when dealing with employees of Transnet Port Terminals, Richards Bay. These barriers exist when dealing with seniors, subordinates and people of same level of employment within the Terminals. The barriers are created by gender and age stereotypes, lack of honesty of performance issues, lack of adequate support and other sociological factors.

**Recommendation/s:** The feedback on performance from the superiors is very important whether it is negative or positive but such feedback assist female managers to develop in their role. The 360 degree feedback from other employees, which is inclusive of subordinates and equals, is also ideal for female manager's continuous improvement of the department that she is leading.

**5.2.4 Objective 2:** To determine the challenges when dealing with third parties such as customers, trade unions and other people outside of Transnet Port Terminal, Richards Bay.

**Findings from the Literature:** Adams and Kirchmaier (2013) argue that the labour force is faced with two challenges, economic and cultural. Economic challenges refers to the retaining of customers as they are the important for the business sustainability. Union culture of being defensive without considering the business requirements is an obstacle. Unions are the political voice of the bargaining employees. Ali (2012: 982) believes organisations should C-communicate, L-learn, I-influence, C-confidence building, K-knowledgeable, S-strategise and P-prioritise, R-relationship building, I-integrity, D-delegate and E-e-dimension.

**Findings from the Research:** The study revealed that unions seem to be confused about whether to support female management or the employees. Female managers seem to struggle with Union co-operation when dealing with issues that relate to operations, the response on issues differs when the matter is escalated to senior male management, and then when dealing with female managers. Although they are unionised, they are still employed by Transnet so their priorities should include the objectives of the business rather than their political mandate.

Most female managers that dealt with external customers on service delivery experience rejections by customers where there are challenges as they are told that customers will move their business to Maputo Terminals. Most female managers felt that with such challenges and being females they have to work even harder to prove themselves to their customers and develop a communication skill of ensuring customers are informed of all the processes including challenges as they deliver service to them.

**Conclusion:** The challenges related to dealing with third parties like customers, trade unions, and other people outside of Transnet Port Terminals, Richards bay were identified as follows: lack of adequate support when it comes to processes like procurement, which affect customer relations and service delivery by women and thus perceived as incompetent though the processes are beyond their control. Customers interpret challenges relating to service delivery as gender based rather than seeing it as business process of Transnet Port Terminals, Richards Bay. The challenges when dealing with trade unions, the United National Transport Union

(UNTU) and South African Transport Association of Workers Union (SATAWU) is due to being caught in between impressing management and having to carry the unionised mandate. Unions seem to forget that they are still employees of the Transnet Port Terminals, Richards Bay and there are also business objectives which should form a common ground for each and every employee of Transnet regardless of the position and political stance.

**Recommendation/s:** There is a need for adequate support of Transnet Port Terminals top management in ensuring that, the processes does not hinder female leader's performance and affect their service delivery to customers. Transnet strategy is based on four pillars, i.e. agile, admired, digital and united, in order for Transnet to be able to respond to the evolving needs of the market it is required to adopt speed of delivery and evolve all the time. Transnet Port Terminals, Richards Bay should be able to respond to the needs of the customers, without delay on the services, not forgetting the competition with Maputo Port which is within 500km radius on land, and 203 Nautical miles at sea<sup>2</sup> who deliver the same service as the Transnet Port Terminals, Richards Bay in the Port of Richards Bay.

**5.2.5 Objective 3:** To determine the type of skills and qualifications required for growth and developments

**Findings from the Literature:** Davis and Maldonado (2015) feel that inequalities still exist when it comes to gender and qualifications. They argue that there is not yet enough grooming of women in leadership, academics and engineering. Ely, Ibarra, and Kolb (2011) believe organisations should support women through leadership development programmes. However, the Terminals do have programmes like women in operation and training to ensure women are given the opportunity to learn to lead a corporations like Transnet, which is operationally based.

**Findings from the Research:** The findings of the study revealed that most of the respondents felt that they were well positioned and their skills were adequate. However all 10 respondents

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<sup>2</sup> Sea route and distance from Port of Maputo, Mozambique to Port of Richards Bay, South Arica: 203 nautical miles peed 10 knots, days at sea 0.8. The website is: <http://ports.com/sea-route/port-of-maputo,mozambique/port-of-richards-bay,south-africa/>

felt adequately skilled yet with room for improvement on their skills. Respondents felt they were overqualified for the position they are holding. They argue that there is not yet enough grooming of women in leadership, academics and engineering. In total, 7 respondents that are at middle management level believed there should be a plan for them to ensure the development of and a better future for, their leadership skills within the organisation.

**Conclusion:** The findings revealed that all females in senior positions at Transnet Port Terminals, Richards Bay are versatile and adequately skilled to be in their position. The challenge is the kind of succession plan in place especially for the middle management level to ensure growth and development. Training within specific area of work is provided; however there is a need for succession to ensure such training is supported by development and potential growth for the goodness of the organisation.

**Recommendation/s:** In general Transnet Port Terminals have introduced a number initiatives of to ensure females are empowered, initiatives such as women in operations however the need to ensure that females in senior positions are empowered to excel on their roles and are geared up for future development looms. This type of empowerment can be done through mentorship by allocating mentors for women from first line managers which referred to as G levels at Transnet Port Terminals, then be escalated to middle manager or F levels to executive level. This will not only empower females but will guarantee that all departments particularly engineering and technical, have females in senior positions at Richards Bay Terminals.

**5.2.6 Objective 4:** To determine the experience female leaders have acquired since their employment at the Terminals

**Findings from the Literature:** Davis and Maldonado (2015:49) argue that although women have managed to break through the barriers of the labour pool, most female leaders do not hold senior and executive positions, but are middle managers. In the Terminals, most female leaders are middle managers, but there are no female leaders in the Engineering and Technical Department of the Terminals.

**Findings from the Research:** The findings of the study revealed that females in senior position at the Terminals do not feel well respected when it comes to doing their jobs, giving out instructions and directions. The trust issue involves both internal and external customers: the respondents felt that the customers seem not to trust them on their operational issues, nor do the internal customers, who include the managers' subordinates and other employees of the Terminals.

**Conclusion:** Transnet Port Terminals, Richards Bay have female leaders with different experience ranging from Human Resource, Terminal Management, Operations, Planning and Logistics, Commercial, Finance and Information Technology and Safety, Health, Environment, Risk and Compliance. There is only one department that is not represented by the females in senior positions Engineering and Technical.

**Recommendation/s:** Management of Transnet Port Terminals should invest in change management for all anticipated changes. Change management is vital for any organisation when the culture changes, because initially Transnet Port Terminals as an operational based organisation did not have women in leadership and operations but when the change happened some people are still experiencing culture shock, of having to be managed by females. The change management process should be ongoing until such time that, the idea of females in management roles to address obstacles experience when dealing with most parties including male senior management, unions, customers and employees of Transnet Port Terminals, Richards Bay.

### **5.3 SUGGESTIONS FOR FURTHER RESEARCH**

It is recommended that similar research in the form of replication and to respond to the changing market, of this study should not be limited to Transnet Port Terminals, Richards Bay, but should include Transnet Port Terminals, Transnet National Port Authority, Transnet Freight Rail, Transnet Engineering, Transnet Pipelines, Transnet Properties and Transnet Projects, to ensure that females are prioritised in developments and that this forms part and parcel of Transnet's group strategy.

## 5.4 CONCLUSION

The study investigated and established the type of challenges females in senior position at Transnet Port Terminals, Richards Bay have experienced. The study was successful in providing evidence in relation to the barriers and hindrances to females in management. The study established the type of skills females in leadership possess, as well as the experience and the type of support that will be adequate to ensure females in senior positions develop in their management roles. Potential areas for further research were identified to ensure that not only Transnet Port Terminals, Richards Bay is geared for growth and to respond to the need for women empowerment but Transnet as a whole should adopt such approach of supporting women through mentorship and role modelling programmes.

The need for Transnet Port Terminals, Richards Bay to embark on a recruitment drive for females in senior positions from Engineering and Technical department. This is what (Nijat and Murtazashvili, 2015) had put emphasis on, that any organisation should groom females in scarce faculties like engineering, hence Transnet Port Terminals, Richards Bay should groom young females to become future managers within engineering and technical as the study identified the gap.

The effort of ensuring that women excel within any organisation, should be based on support from the management, customers, trade unions, employees and other contractors that come into contact with such females in senior positions. In this sense the change of mind-set from the saying “the woman’s place is in the kitchen, barefoot and pregnant” to seeing females as capable to lead in corporations. This is what Davis and Maldonado (2015) referred to as shattering the glass ceiling that hinder or form barrier to women development. In conclusion, there is indeed so much work to be done to ensure the women are supported then creating barriers and the numbers of woman in senior position are not stagnating, as De la Rey, Jankelowitz and Suffla (2003) stated that women are increasing in the work force but still there are not in the position of power. This shows that females are therefore overcoming challenges related to stereotype and proverbial bias. This research set out to assess challenges and how females in senior positions had coped and succeeded. The research has highlighted areas where

Transnet could take steps to ensure that females in positions of authority are not impeded by small minded people, arrogance and other obstacles. If the recommendations are implemented, they will augur well to ensure that female managers are able to rise to the top without undue hindrances such as prejudices by males impeding them.

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## APPENDIX 1-TURNITIN SUMMARY

The screenshot displays the Turnitin Feedback Studio interface. At the top, the browser address bar shows the URL: [https://ev.turnitin.com/app/carta/en\\_us/?lang=en\\_us&u=1038671294&student\\_user=1&is=1&co=758219226](https://ev.turnitin.com/app/carta/en_us/?lang=en_us&u=1038671294&student_user=1&is=1&co=758219226). The page header includes the Turnitin logo, the user name "Zandile Mnyandu", and the document title "FINAL DRAFT DISSERTATION".

The main content area is titled "1.1 INTRODUCTION" and contains two paragraphs of text. The first paragraph discusses the role of females in leadership and positions of power, mentioning Golda Meir, Margaret Thatcher, and Maria Ramos. The second paragraph discusses barriers to women in leadership, citing Whelan (2013:55).

On the right side, a "Match Overview" panel is visible, showing a large "1%" match percentage. Below this, a list of matches is shown, with the first entry being "Submitted to Harper A..." with a 1% match. The interface also includes a sidebar with various icons for navigation and a bottom status bar with system information.

Page: 1 of 86      Word Count: 23900      Return to Turnitin Classic      08:18 AM 2017/01/12

# TURN-IT-IN SUMMARY: CORRECTIONS

9/6/2018

Turnitin

## Turnitin Originality Report

Processed on: 04-Sep-2018 10:28 AM CAT  
ID: 995627139  
Word Count: 24884  
Submitted: 1

### INVESTIGATING CHALLENGES By Zandile Mnyandu

Similarity Index	31%
Similarity by Source	Internet Sources: 3% Publications: 1% Student Papers: 31%

27% match (student papers from 05-May-2016)

[Submitted to University of KwaZulu-Natal on 2016-05-05](#)

1% match (student papers from 05-May-2016)

[Submitted to University of KwaZulu-Natal on 2016-05-05](#)

1% match (student papers from 18-Jun-2014)

[Submitted to Harper Adams University College on 2014-06-18](#)

1% match (student papers from 05-May-2016)

[Submitted to University of KwaZulu-Natal on 2016-05-05](#)

**TURN-IT-IN: REPORT CLARITY**

The second report was retrieved after corrections of the 2016 dissertation after the change of Instructor for MCLS/ MBA in the Graduate School of Business and Leadership.

After all the attempt to delete all previous papers, through UKZN IT support, however to verify the original owner of the paper a meeting with Instructor: Prof. Muhammad Hoque took place in October. The 2016 paper could only be accessed by the Instructor as it is an intellectual property of the University, hence it led to the chapter 2 of the student Zandile Mnyandu with student no. 215075865 which is 29% of the 31% appearing in the report for 2018.

It is therefore due to above mention reasons that, the paper was sent for re-examination. See the declaration of originality in support of the above and 2016 turn-it-in report.

**Signature:** .....

**Student No.:** .....

**Date:** .....

## APPENDIX 2-INFORMED CONSENT& INTERVIEW SCHEDULE

UNIVERSITY OF KWAZULU-NATAL  
Graduate School of Business and Leadership



Dear Respondent,

**M Com Leadership Research Project**

**Researcher:** Zandile Mnyandu (083 284 1639/ 035 905 3394)

**Supervisor:** Alec Bozas (082 334 4477)

**Research Office:** Ms Nokukhanya Mthethwa 031-2601383

I, (Zandile Gracephina Mnyandu) am an (M comm- Leadership) student in the [Graduate School of Business and Leadership], at the University of KwaZulu-Natal. You are invited to participate in a research project entitled (*Investigating challenges faced by females in senior positions at Transnet Port Terminals, Richards Bay*).

The aim of this study is to investigate the barriers the women in leadership within Richards Bay Terminal had to conquer overtime as they grow in leadership.

Through your participation I hope to understand the kind of challenges women have conquered over time. The results of this survey is intended to contribute to leadership strategies within Transnet and ensuring women leadership are developed.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 60 minutes/s to complete interview. I hope you will take the time to complete the interview.

Sincerely

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_



**UNIVERSITY OF KWAZULU-NATAL**  
**Graduate School of Business and Leadership**

**M Com Leadership Research Project**

**Researcher:** Zandile Mnyandu (083 284 1639/ 035- 9053394)

**Supervisor:** Alec Bozas (082 334 4477)

**Research Office:** Ms Nokukhanya Mthethwa 031-2601383

**CONSENT**

I \_\_\_\_\_ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire. I hereby consent/ do not consent to have this interview recorded.

\_\_\_\_\_  
Signature of Participant

\_\_\_\_\_  
Date

## **INTERVIEW SCHEDULE**

### **Investigating Challenges Faced by Females in Senior Positions at Transnet Port Terminals, Richards Bay**

#### **SEMI STRUCTURED- INDIVIDUAL INTERVIEW QUESTIONS**

**The following objectives are relevant to females in senior positions at Transnet Port Terminals, Richards Bay:-**

1. Determine the barriers in relation to dealing with other employees within Transnet Port Terminal, Richards Bay.
2. Determine the challenges when dealing with third parties such as customers, trade unions and other people outside of Transnet Port Terminal, Richards Bay
3. Determine the type of skills and qualifications required for growth and developments
4. Determining the experience female leaders have acquired since their employment at the Terminals
  - i. Discuss and elaborate on the challenges between you and your seniors?  
Obj 1
  - ii. Discuss and elaborate on relations between you and your subordinates?  
Obj 1
  - iii. Discuss and elaborate on the relations between you and your equals?  
Are there any challenges? Obj 1
  - iv. Do you think the position that you hold carries considerable work pressure? Please elaborate. Obj 1
  - v. Elaborate on the challenges you have experience when dealing with organised labour? Obj 2

- vi. Do you think client relations are a vital aspect of your job/position? Elaborate on your answer and mention the impact that client relations have on service delivery. Obj 2
- vii. What challenges have you experienced when dealing with third party/contractor employees within the Terminal? Elaborate on how you overcame these challenges? Obj 2
- viii. With the experience you have related to the position, discuss how you have use your experience to overcome work challenges Obj 4
- ix. To what extent do you think that your experience contributed to the position you are holding? Obj 4
- x. To what extent do you feel your experience and skills are adequate to ensure that you serve and deliver on the Transnet strategy? Obj 4
- xi. What problems you had to deal with due to your gender whilst holding your current position? Obj 4
- xii. To what extent does TPT support you with provision of adequate training and education relative to your job? Obj 3
- xiii. Do you think you are well positioned and have adequate skills to perform you job effectively? Elaborate Obj 3
- xiv. Elaborate on challenges or barriers, in relation to access to systems, equipment and support to do your job effectively; bearing that Transnet Port Terminal strategy is about agility, admired, digital and united. Obj 3

# APPENDIX 3-GATEKEEPER LETTER



## GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

May 27, 2016

To Whom It May Concern:

PERMISSION TO CONDUCT RESEARCH AS PART OF THE (MCOM LEADERSHIP)  
QUALIFICATION

Name: Zandile Mnyandu

Student No: 215075865

Dissertation Topic: **Investigating how Women in Leadership Positions at Transnet Port  
Terminals, Richards Bay have overcome Challenges**

We confirm that the above student is registered at the University of UKZN for the (MCom Leadership) Programme. It is a requirement of their Programme that the student undertakes a practical research project in his/her final year of study.

Typically this project will be a "practical problem solving" exercise, and necessitates data gathering through questionnaires or personal interviews.

Your assistance in permitting access to your organization for purposes of conducting the research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost confidentiality. Furthermore, should you wish any result/s or findings from the research "to be restricted" for an agreed period of time, this can be arranged. The confidentiality of information and anonymity of personnel will be strictly adhered to by the student.

If permission is granted, kindly confirm this by signing off on the following:  
"I am aware of the nature and extent of the document and I am satisfied with all the obligations imposed therein."

Please note that additional information or conditions can be supplied by you.

Name in Full: PANASO NDLELA

Designation: TERMINAL MANAGER

Company Name & Stamp: TRANSNET PORT Terminal 27-05-2016

Thank you for your assistance in this regard.

Yours sincerely

Mr A Bozas (Supervisor)

Registration Number	90/00900/06
TRANSNET port terminals	
TPT - Human Resources	
Port of Richards Bay	

## APPENDIX 4-ETHICAL CLEARANCE



01 September 2016

Ms Zandile Gracephina Mnyandu (215075865)  
Graduate School of Business & Leadership  
Westville Campus

Dear Ms Mnyandu,

**Protocol reference number: HSS/1282/016M**

**Project title:** Investigating challenged faced by females in senior positions at Transnet Port Terminals, Richards Bay

### Full Approval – Expedited Application

In response to your application received on 17 August 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....  
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Mr Alec Bozas  
Cc Academic Leader Research: Dr Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyraj / Ms Eileen Mohamed

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Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)

1910 - 2010  
100 YEARS OF ACADEMIC EXCELLENCE

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville