



UNIVERSITY OF KWAZULU-NATAL

Investigating the importance of women in leadership: case of an
architectural organisation in KwaZulu-Natal

By

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A dissertation submitted in fulfilment of the requirements for the degree
of

Masters of Business Administration

Graduate School of Business and Leadership

College of Law and Management Studies

Supervisor: **Professor Bibi Z Chummun**

Year of submission


2022

SUPERVISOR'S PERMISSION



College of Law and Management Studies

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ACKNOWLEDGMENTS

I would like to take this opportunity to express my sincere appreciation and gratitude to the people, who have supported me throughout this study.

My Supervisor Professor Bibi Zaheenah Chummun for the support, encouragement, patience and guidance. Her inspirational Ideas.

To my Mother and Father, and the rest of my Family and importantly my Friends for all the patience and support.

To my Mentor, thank you for support, encouragement, patience and guidance.

To the Architectural institute of study who have contributed to the research.

To all the respondents who have contributed to the study and making the research possible.

Dedicated to my brothers, Prenolan, Irwin and Evanan.

THANK YOU, THANK YOU, THANK YOU

ABSTRACT

The built environment is customarily known to be a male-dominated industry. Sub-sector industries such as architecture, engineering and quantity surveying forms part of the greater built environment. Numerous studies indicates that the built environment has major gender imbalances. For instance, 25% of the architectural professions are female in South Africa. Women have been gradually entering the industry through proving their talent and passion in the recent years and their enrolment has been increasing. However, the number of women in architecture is still intractably low. Therefore, indicating a need for further research within the architectural industry. The study investigated the importance of women in leadership in the architectural profession and aimed to advance knowledge and evaluate the impact of women in architectural leadership. Simultaneously, the study did not intend to discredit men but rather pursue research that contributes to creating a more gender balanced industry. Research insight was gained through analysing leadership literature and gaining in depth knowledge of women in leadership and the challenges that women are accosted to. In addition, the leadership approaches that women deploy was explored. Furthermore, a mixed method research approach was employed for this study, consisting of a quantitative investigation on 40 people comprising of both male and females in the architectural profession and a qualitative investigation on 6 women in the architectural industry. The samples were purposefully and conveniently sampled. The data was transcribed in a descriptive manner for the quantitative data set while a thematic analysis was utilised for the qualitative data set. The location of the study was an architectural organisation in KwaZulu-Natal. The findings indicated that major gender imbalances exist within the selected industry and various challenges that obstruct the success of women in architectural leadership such as lack of recognition and gender-based stereotypes. Furthermore, women in architecture deploy a more transformational and authentic style of leadership which was noted to be the most ideal form of leadership necessary for the architectural industry, therefore, confirming the importance of women in architectural leadership. Lastly, the study suggests recommendations to create a more gender balanced industry through including more women in leadership.

GLOSSARY

KZN- KwaZulu-Natal.

S.A. - South Africa

SACAP- South African Council for the Architectural Profession.

U.K.-United Kingdom.

UKZN - University of KwaZulu-Natal.

U.S.A- United States of America.

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CHAPTER ONE

INTRODUCTION TO THE RESEARCH

1.1 Introduction

The quantity of women in leadership roles which were customarily employed by men have been increasing rapidly in the recent years. Modern organisations that are governed by teamwork, now require non-coercive leadership styles for successful relationship building which women naturally may employ (Thurairajah, Amaratunga and Haigh, 2007). According to Kirkwood (2009), the built environment is habitually known to be a male-dominated industry. In South Africa, such industry contributes largely to the growth of the South African economy (Aneke, 2015). Thurairajah, Amaratunga and Haigh (2007) highlighted that the built environment has major imbalances in terms of gender and leadership positions. On a global scale however, women have initiated the process of change on a social, economic, and political level demanding equality in an organisational environment since the 19th century (Naidoo, 2007).

According to Gornig, Kaiser and Michelsen (2015), prospective developers seeking to develop a construction or building project, approach a team of collaborative consultancy firms who are relevant to the construction sector to provide services that is required for the full project completion. These professionals include quantity surveyors, engineers, construction and project managers and architects. The establishment of the project professional team initiates the start of a project. Succeeding research within the built environment recognises that there are major gender imbalances in terms of leadership. As a result, study aims to research women in leadership. The subsector of architecture will be the profession of concentration.

The study aims to examine the importance of women in leadership, case of an architectural organisation in KwaZulu-Natal. The following chapter discusses the Background of the study, followed by the Statement of the Problem, Overview of Literature, Research Objectives and Questions, Importance and Justification of the study, Research Design and Methodology and lastly, Limitations to the study.

1.2 Background of the Study

The post-apartheid government in South Africa has prioritised the inclusion and empowerment of women since 1994, however, the process has been slow-moving (Naidoo, 2007). Granting that, discrimination in South Africa, was based on an ethnical minority scale, the challenges encountered by women on an occupational level has unique qualities. For instance, delegation of family and societal roles for women such as childbearing functions whereas, men perform a dominant working role which remains as a rationale for status quos, therefore, alternative solutions were not always established (Epstein, 1971).

A significant degree of resistance towards affirmative action, gender equality and resentment are observed as the common approach for the government social injustice agenda in relation to the construction industry being one of last remaining male-dominating industries globally (Naidoo, 2007). For instance, men have physical strength and a directing demeanour which can be perceived as a dominant factor on a construction site, overlooking women or observing them as inferior (Pringle and Winning, 1998). Nevertheless, according to Hayward (2005), some men with a more balanced perception have an accepting nature towards women in the building industry while, acknowledging that others do not.

Consequently Vinnicombe and Sturges (1995) emphasised that many organisations perceive married women in leadership roles as a liability and more likely to neglect their work at the expense of family while, married men in leadership roles are perceived as an asset with a stable home environment sanctioning them to work without any distractions. Nevertheless, regardless of certain misconceptions and challenges that women are accosted to, the overall self-esteem and progression of women has been slow but relatively positive as there have been more women entering the labour force over the years (Hayward, 2005).

The organisation utilised for this study is one of the many voluntarily architectural organisations in South Africa who support architectural professionals within in the industry. The organisation comprises of architects, students, draughtsmen's and architectural technologists and serves the architectural community by delivering events, programmes and news. Furthermore, support on professional and legal practices along with outreach programmes, awards and training programmes are offered to the community. This is not an organisation that employs architectural professionals but rather a support structure for the

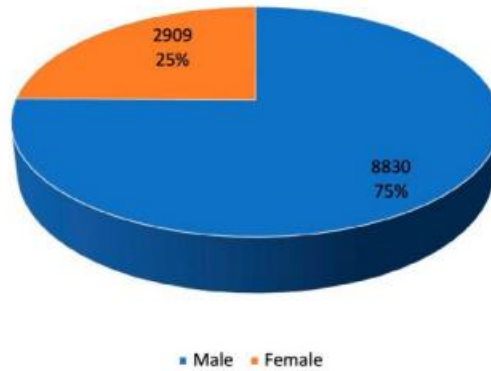
profession. Therefore, it is important to recognise that data analysed is linked to respondent's industry experience and not the organisation (Architectural Firm, 2021).

1.3 Statement of the Problem

Toor and Ofori (2008) highlighted that traditionally the construction and built environment emphasised on 'management' which involved focusing on the technical traits to complete a project. However, larger challenges are present within the modern business environment which requires more leadership approaches and a change in traditional perceptions. According to Daft and Lane (2018), management can be described as an effective way to plan, control, direct and organise resources within an organisation to meet objectives. Leadership involves the capacity and ability of an individual to support and encourage subordinates to meet organisational objectives (DuBrin, 2013). Therefore, a combination of management and leadership is observed to be an effective way to attain desired outcomes within an organisation.

In addition, both organisations and employees can benefit from effective leadership in meeting desired outcomes (Daft and Lane, 2018). Productivity, job satisfaction, and quality of outputs can be enhanced by effective leadership (DuBrin, 2013). Therefore, leadership demonstrates a significant role within an organisation.

The architectural industry is a subsector of the construction and built environment industry which is acknowledged to be a lasting male-dominated industry. Women have been gradually entering the architectural industry through proving their talent and passion in the recent years and their enrolment has been increasing (Hosey, 2019). However, the number of women in architecture in the 21st century is still intractably low. Industries such as law and medicine which has been previously known as male-dominated industries have been more successful in integrating and retaining women (Stratigakos, 2016).



Gender representation of the database over the past five years

FINANCIAL YEAR	Male	Female	TOTAL
2016/17	7431	2557	9988
2017/18	7922	2743	10665
2018/19	8162	2820	10982
2019/20	8830	2909	11739
2020/21	8931	2832	11763

Gender representation over the past five years

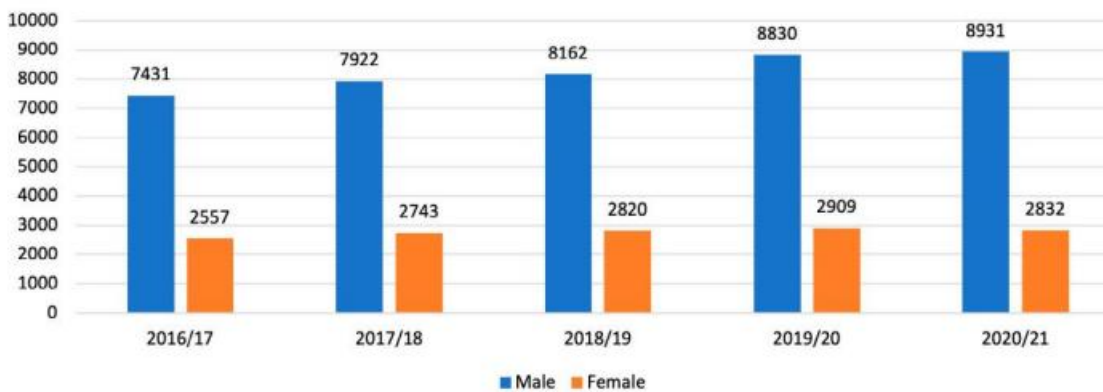


Figure 1.1: The number of females in the Architectural profession over 5 years in South Africa. Source: Sacapsa.com, (2021)

Figure 1.1 illustrates that females represent 25% of the architectural industry in South Africa in 2020/2021. The number has grown by 275 since 2016/2017. Whereas males have grown by more than 5 times that amount (1499) since 2016/2017. Although, there has been an increase in women over a five-year period, women still represented a minority population and show slow growth. The figure further illustrates that women have decreased by 77 between 2020/2021 and 2019/2020. Therefore, indicating that women have left the industry.

The architectural organisation for this study, had a total of 444 members in 2021, 89 of which are women. In addition, 2020 showed a total of 452, with women representing a minority of

88. The female representation on a provincial scale merely sits at just over 20% of the total architectural population (Architectural Firm, 2021).

The large gender imbalances in the South African architectural context and the failure to retain women in the profession poses a concern. Therefore, indicating that research and the production of knowledge on women in architectural leadership is important. The architectural industry can be challenging yet extremely rewarding in the sense of creativity and satisfaction from transforming a planned idea into a built form. Integrating more women in this process can contribute to diverse advantages (Sacapsa.com, 2021). Therefore, investigating women in the architectural industry can be regarded as a significant contribution to research.

1.4 Research Objectives

The study aimed to investigate the importance of women in leadership in the architectural industry through an architectural organisation in KwaZulu-Natal. The intention of the study is to contribute to the inclusion of more women in leadership in architectural industry.

The research objectives were: .

- To identify the gender imbalances in the architectural industry.
- To investigate the challenges for women in leadership.
- To recognise the leadership styles employed by women in the architectural industry and their importance.
- To assess how their leadership styles influence the architectural industry.
- To provide recommendations for the inclusion of more women in the architectural industry.

1.5 Research Questions

- What are the gender imbalances in the architectural industry?
- What are the challenges for women in leadership?
- What leadership styles do women in the architectural industry employ?
- How does their leadership style influence the architectural industry?
- What are the recommendations for the inclusion of more women in the architectural industry?

1.6 Overview of Literature

In order to fully access women in leadership within the selected industry, the gender imbalances, the challenges that women are accosted to and the importance of women in architectural leadership was investigated. The literature review topics, consisting of gender imbalances in the built environment and the architectural industry, leadership theories, women in leadership and leadership approaches. The existing research combined with the data outcome provided a richer research body.

1.6.1 Gender Imbalances

The architectural profession shows a significant imbalance with women representing a total of 25 % in 2020/2021 on a national scale (Sacapsa.com, 2021) and levels slightly over 20% on a provincial scale (Architectural Firm, 2021). Consequently, similar imbalances were noted in other countries such as the United States of America (U.S.A.) and the United Kingdom (U.K.). According to a survey conducted in 2016, on women in architecture, there was a 55% pay gap in gender salaries between males and females on leadership and managerial levels (Mairs, 2017). Therefore, indicating major imbalances. The literature reviewed existing research on the gender imbalances within the built environment and drew attention to the architectural industry.

1.6.3 Leadership Theory

According to Bass (1990), Leadership is frequently observed as one of the world's oldest preoccupations. Various theories on leadership aim to explain the basis of why people become leaders with much focus on the behaviours and characteristics of leaders in order to improve leadership skills and abilities. Therefore, literature on leadership becomes an important body of knowledge for ongoing research.

1.6.2 Women in Leadership

According to Chapman (1975), an indication of the connection between gender and leadership is evident in theoretical research. For instance, women who are in leadership positions display more interpersonal orientated and connection-based styles of leading people while, men display

a more autocratic and authoritative styles of leadership. In addition, women are more accommodating when leading teams to reach specific goals whereas, men may be less accommodating (Chapman, 1975). However, there may be a need for women to combine some task-orientated traits to integrate more successfully in male-dominated industries.

Nevertheless, Appelbaum, Audet and Miller (2003) considered women to have a more transformational approach to leadership and exhibited more interpersonal skills within an organisation due to their ability to expressive sensitivity and emotions. Moreover, female leaders work by forging interconnected relationships with people within the organisation which may be regarded as a potential advantage. Therefore, organisations with poor female representation especially in leadership fail to benefit from the unique talents and ideas that women can offer in particularly male-dominated industries where imbalances are a major concern (Helgesen, 1990).

1.6.3 Leadership

The ability to encourage and support people within an organisation in order to reach organisational goals and objectives is described as leadership (DuBrin, 2013). Furthermore, Jones and George (2011) emphasised that the process or manner in which employees are influenced, motivated and inspired in relation to the direction of tasks, can be described as leadership.

1.7 Importance of the Study

Architectural firms, professionals, consultants who form part of the greater construction and built environment, individuals in leadership positions, employees in architectural organisations and clients may benefit from the study.

1.8 Justification of the Study

The findings of the research are envisioned to enhance the development and inclusion of female leaders in the architectural industry. The author believes that the study can help raise awareness within the architectural industry in the South African context. Through raising awareness, the

author believes that some of the disparities observed such as gender imbalances and the leadership challenges may be alleviated and transformed.

1.9 Research Design and Methodology

The mixed method research approach involves both quantitative and qualitative data and analysis through combining both types of data and includes theoretical assumptions. The combination contributes to a stronger research body particularly on subjects that has limited research. In addition, the mixed method research approach aids to understand a phenomenon better and answer the research questions in greater detail (Creswell, 2018). This study was done using a mixed method research approach. The reason for choosing this approach was based on the topic having a limited amount of research. In addition, since the study was done on one gender, it was important to gain insight from both genders to avoid biased opinions through only sampling one gender. Therefore, the quantitative survey was administered as part of the mixed method to confirm variables such as gender imbalances and the qualitative interviews gained further insight on the research objectives. The qualitative data had an anticipated sample size of 10 participants targeting people aged between 18-65 years old and who are women in the architectural industry. The quantitative data had an anticipated sample size of 40 participants targeting individuals who are male and female, aged between 18-65 years old within the architectural industry. 46 out of 50 of the total anticipated sample size was reached. Research was analysed in a thematic and descriptive manner. A Cronbach alpha test was done for the survey to confirm reliability. Informed consents for data and participation were sent which prevented assaults on the integrity and protect participant's personal liberty and veracity. Anonymity was respected and this research did not require any personal information from the respondents. The name of the architectural organisation nor the respondents was not published or required for this study. Ethical Clearance Approval (Appendix 1) was achieved from UKZN before research was conducted, and an informed consent letter (Appendix 2) was provided. In addition, a consent letter from the organisation was provided.

1. 10 Limitations of the Study

Gaining participants during the COVID-19 pandemic and post pandemic placed pressure on data collection. Due to the nature of the COVID-19 pandemic and the uncertainty that was

associated with it, desired outcomes in relation to timeframes challenged the research. In addition, some of the in person interviews was difficult to obtain during the social isolation including post COVID-19 as many people adapted to the work from home lifestyle.

An estimation of a sample size has been stated, however, the numbers could have posed a barrier. Further limitations could be the sample size from one architectural organisation in one province whereas, studies on a larger platform such as South Africa would have been beneficial for more diverse responses. The topic of discussion was sensitive by nature and the amount of women in architecture within the province was extremely low, therefore, the sample rate was low. Reliability and triangulation could be limitation to research. Therefore, the results were constructed with caution and the limitations were considered during the research process. Differentiating between bias and non-bias information gathered from secondary data and choosing appropriate information to incorporate into the research study, including design, data analysis and interpretation was reviewed. In addition, the avoidance of personal bias and limitations was reviewed.

1.11 Chapter Outline

Chapter One: Introduction

Chapter one presents the introduction to the research topic containing a background study and statement of problem, the importance and justification of study, a brief outline of literature, the objectives of the study and research questions. In addition, the research methodology and limitations of study was reviewed.

Chapter Two: Literature Review

Chapter two discussed previous literature concerning the topic of research such as, studies on gender imbalances within the built environment and architectural industry, leadership theory, women in leadership and challenges that women are accosted to and leadership approaches. Literature was obtained from various secondary sources such as books, journal articles, websites and research dissertations.

Chapter Three: Research Design and Methodology

Chapter three demonstrates the research design and methodology that was used for this study. This includes the research design and methods, study area, target population and sample size,

in addition, the sampling and data analysis were discussed. Lastly, ethical considerations was reviewed.

Chapter Four: Results and Discussion

Chapter four concentrated on the results and findings of the research. The data was collected and analysed descriptively and thematically. Findings were triangulated with existing research and discussions were made.

Chapter Five: Conclusion and Recommendations

Chapter five focused on the conclusion of the research, research implications, recommendations for this study and recommendations for future research. Research objectives was discussed in order to determine whether the purpose of the study was attained.

1.12 Chapter Summary

This chapter outlined the necessity study based on the quantity of women present in the industry being low locally and internationally. Furthermore, limited existing research topic was observed, therefore, further reinforcing the necessity of the study. The statistics revealed an imbalance between males and females in the industry of focus. The study aimed to investigate the importance of women in leadership in the architectural industry in order to contribute to equality and empower the marginalised communities. The research findings are envisioned to provide valuable information for individuals within the industry, associated members and clients. In addition, the research aims to bring greater awareness to managers and leaders within the architectural industry and support the inclusion of more women in leadership positions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In present times, an abundance of theory and literature around gender and women being marginalised in various sectors exposed the prevalence of a problem. In addition, the growing interest on the topic has reflected the reality of the situation as well as the complexities surrounding some of the issues concerning gender inequality. Therefore, prominence was placed on the necessity for further studies to be explored (Valji, 2007). The architectural industry is a subsector of the broader built environment and construction industry. This sector includes a variety of activities such as designing, planning, building, management and engineering (Hamilton, 2006).

According to Valji (2007), much effort has been made by organisations and activists to address gender imbalances by the use of peace building and transitional justice that are supported by a body of prevalent literature. Though, there appears to be more females entering previously male-dominated industries, large imbalances are still observed (Hosey, 2019). In addition, architectural projects involve a combination of design, technology, construction, collaborative environments, as well as impacts on society, environment and economy. Therefore, effective leadership is essential to the industry in order to achieve goals (Thammanuban, 2016). The context of this chapter offers a review of literature on the existing data on the gender imbalances within the built environment and draw attention to the architectural industry. Furthermore, leadership theories, women in leadership and leadership approaches will be discussed.

2.2 Gender Imbalances

The construction and built environment in South Africa is regarded as one of the essential contributors to the national economy due to the production of fixed infrastructure and capital assets (English and Hay, 2012). The labour market is reinforced through this industry by the provision of employment opportunities. For instance, the 2010 World cup that was hosted in S.A. delivered 430 000 jobs in the construction sector in 2009 (Sangweni and Root, 2015). In addition, innovation, development, and sustainability are some of the key elements of the sector that contribute to the economy (Sangweni and Root, 2015). Furthermore, Statistics South Africa (2018) emphasised on the built environment being a major pillar of growth due to

creating 632,000 employment opportunities in 2018. Therefore, underlining the importance of the industry on a national scale.

Consequently, the sector has a low participation of women resulting in men being the main benefactors of the opportunities and provisions of employment (Sangweni and Root, 2015). According to Pandor (2005), women contribute to 41.3% of the labour force in S.A. However, only 7% of director positions are employed by women and 15% in executive management (Statistics South Africa, 2017). Therefore, indicating a low level of women in leadership positions.

The register of the Construction industry development board (CIDB) holds the database of the construction companies in S.A. The database confirms that 30% of the companies are owned by women yet, 83% of the population of women owned companies sit on the first grade on the CIDB system. Only 5% of women have managed to secure their companies in grade 4 or higher. Companies owned by women have only secured approximately 25% of public contract work on a national scale (Cidb.org.za, 2018).

Notably, by 2018, 13% of women represented the built environment labour force, yet by 2020 the percentage of women decreased to 11% (Mail and Guardian, 2020). According to Fielden et al. (2000), women in the U.K. contribute to almost 50% of the greater labour force while, only 13 % of the built environment labour force are women. Thereby, exposing the major imbalances between genders within the industry on a national and global scale, furthermore, indicating that women fail to retain their positions within the built environment.

According to Haupt (2010), the built environment in S.A. remains vastly male-dominated on all levels with predominately white males occupying leadership positions. Van Klaveran et al. (2009) highlighted that black women have a 31.3% unemployment rate in S.A. and when compared with black men, the opportunities for women decrease by 8%. According to Akinlolu and Haupt (2018), apartheid has contributed substantially to the racial and gender conflict that still exists in S.A. today. The roots of gender discrimination in the workplace gained momentum during the apartheid era whereby certain categories of people, which included women, were disadvantaged as a result of constitutional and societal inequalities. For instance, married women of all races were restricted from formal employment and leadership positions in organisations (Ozumba and Ozumba, 2012). Therefore, South Africa's history has enabled

for gender-based discrimination in the workplace and all women were accosted to career and leadership challenges regardless of race.

According to Underwood (n.d), the post-apartheid period in S.A. allowed for interventions to address the inequalities in gender that were foregrounded during the apartheid era. Gender mainstreaming interventions such as women empowerment, the promotion of women and legal structures such as the Employment Equity Act (EEA) have been introduced in order to create a more gender positive work environment (Ozumba and Ozumba, 2012). For instance, the EEA no.55 of 1998 recognised the discriminatory practices around gender and positioned laws to bring order to the disparities in employment (Akinlolu and Haupt, 2018).

According to Fernandez (1991), the removal of traditional discriminatory practices and the provision for equal opportunities allow for organisations to gain a competitive advantage such as accessing reserves of untouched talents and skills and improved organisation morale. However, the feminine presence in certain sectors such as the built environment is still off the equilibrium. Therefore, it is important to develop more robust policies to dismantle previously constructed barriers to create more inclusivity for non-traditional entrants.

On a global scale, the changes around the inclusion of women on a social, political and economic scale has been initiated since the 19th century (Naidoo, 2007). Gender roles have been modified to include women in economic growth due to the influence of European cultures globally (Kalabamu, 2001). However, the built environments cultural values are slow in progress. For instance, in S.A gender inequalities may be a commonality for women due to the diverse country with multicultural backgrounds that possibly impacts women's career decisions. The diversity in culture discloses that in some cultures, women have been socially conditioned to believe that they cannot take on non-traditional careers with laborious skills such as construction instead, follow a softer skilled career such as nursing (English, 2007).

Various feminists' theories have assumed different opinions about gender disparity. According to Aylward (2007), gender can be viewed as a personal identity and a set of connections between men and women and this may not be a personal issue but rather a social construct. The integration of gender inequality shows in the economy, marriage, and institutions (Aylward, 2007). Therefore, it is important for society to develop an agenda with a more comprehensive approach.

Women are seen as the homemakers and the primary caregivers of children while, men are seen as the breadwinners and providers. This impedes women's working lives by placing them into stereotypical boxes (Akinlolu and Haupt, 2018). For instance, the aspect around child-bearing function is often a topic of discussion in a work setting which is often used as a rationalisation for where women are placed within an organisation (Epstein, 1971). Subsequently, Fisher (2002) highlighted that gender imbalances could be due to challenges such as social conditioning from an early age whereby, girls were discouraged from pursuing technical subjects such as technical drawing in school that continues as a norm into adulthood and work environments.

Balogun (2010) suggested that certain cultures have patriarchal practices whereby, male children are given first priority to inheritance and education. This instils a sense of superiority and importance and contrastingly, female children are seen as nurturers or caregivers and often their talents are not supported or deemed inferior to their male siblings (Njogu and Orchardson-Mazrui, 2005). Therefore, indicating that cultural conditioning can contribute to a strong division in gender.

According to Agherdien and Smallwood (2008), the building sector in S.A. is still largely governed by males, with issues such as patriarchy, gender discrimination and sexism as some of the ongoing challenges for women within the industry. Furthermore, Agherdien and Smallwood (2008) claimed that female professionals within the building sector are seen as facetious, for example, sexist's outlooks and organisation culture are some of the crucial challenges that women face when receiving appointed positions within the industry.

Moreover, challenges such as long working hours and the lack of progression in male-dominated positions, the lack of support from senior management in relation to the acknowledgment of work are some of the contributing factors to the gender imbalances in the built environment. Consequently, females who are non-traditional are also vulnerable to discrimination in male-dominated sectors due to the stereotypes (Sanglin-Grant and Schneider, 2000). Therefore, it becomes difficult for women to secure work or gain leadership positions within the industry.

According to Sacapsa.com (2021), the architectural profession in S.A. gender statistics revealed major imbalances between genders with a 25% representation of women in architecture within the 2020/2021 on a national scale and a just over 20% for the province of KwaZulu-Natal (Architectural Firm, 2021). Consequently, similar imbalances can be noted in other countries such as the U.S.A. and the U.K., for example, according to a 2016 women in architecture survey in the UK, there stood a 55% gap in gender salaries between male and female leaders (Mairs, 2017). Furthermore, the statistics from the South African council of the architectural profession, revealed that 77 women have left the architectural industry in the last year (Sacapsa.com, 2021). Therefore, indicating that women fail to maintain their positions contributing to gender imbalances. For that reason, there is a need for the inclusion of more women within the industry.

According to Sang, Dainty and Ison (2014), the architectural industry is regarded as a very influential, respected and creative industry. However, the aspect of gender has been under researched given the status quo. According to Connell (1987), a strong connection between masculinity and professionalism is observed. For instance, professional distinctiveness is validated through masculinity, the architectural project compromises of both creativity and technicality with the technical aspect being perceived to be a more masculine role. (Meriläinen et al., 2004).

According to Standley et al. (1974), architecture in the U.S.A. is referred to a man's world where, overseeing the designs of buildings, the construction and negotiating contracts in the business environment is not viewed as a task for women. Women contribute in a minor way to some parts of the artistic side such as the design phrase. However, the technicalities require a more masculine approach to seek acceptance in the profession. This sector demonstrates a highly masculine working environment where gender difficulties are experienced (Ness, 2012). Therefore, many women tend to leave or not approach the profession as a career path due to lack of acceptance.

The current image of masculinity within the industry exposes a nature of '*sex-typing*' which is generally referred to as a psychological and social context that illuminates certain behaviours that demonstrate more characteristics of one gender (Standley et al., 1974). Kohlberg (1966) originally proposed a cognitive behavioural model for exploring sex roles which implied that social conditioning for the appropriate gender role begins in early childhood whereby, children

naturally classify people in a gender-based manner which may seem like a concrete perspective. Male and female roles are determined by physical elements, activities and traits which leads to an associated network created cognitively (Serbin and Sprafkin, 1986). For instance, the colour blue is instinctively identified with boys while, the colour pink is instinctively appropriate for girls. Boys are encouraged to be aggressive and assertive by nature while, girls are taught to be passive, nurturing, and empathetic (Standley et al., 1974). Assertive and authoritative natures are seen as the fundamental social characteristics of men which are suited for more domineering industries such as architecture whereas, women are viewed as passive and submissive, therefore, subordinate vocations are perceived as suitable (Standley et al., 1974).

According to Acker (1990), gender roles are implemented and reproduced in ways that propagate gender disproportion within an organisational environment. Dick and Cassell (2004) claimed that professional identities are social constructs used to give one gender such as male's dominance in the organisational environment. Furthermore, Smithson et al. (2004) highlighted that the commonality of professional women who have to balance family life and work life, face financial penalties as opposed to their male colleagues. For instance, in a study conducted in the U.K. on knowledge workers, it was revealed that males work longer hours than women, therefore, earning higher salaries. Thus, making it difficult for women to reach senior positions (Truss et al., 2012). Furthermore, Crompton (2010) debated the topic of class inequality, stating that, the capitalist arrangement of the employment markets results in a biased reward system which contributes to further inequality.

According to Donaldson (1993), the notion of hegemony has been linked to gender relations and masculinity. Bradley (2007) suggested that traits such as 'controlling', self-reliant, aggressive, competitive and 'macho' are commonly linked to 'hegemonic masculinity'. In addition, Kanter (1977) claimed that men display an occurrence referred to as 'homosocial' which describes men connecting in informal groups comprising of men only. This could be linked to ensuring that men keep control of organisational resources among themselves.

Moreover Collinson (2003) highlighted that hegemonic masculinity is an identity that is constructed in both formal and informal settings such as the organisational environment and it identifies with others who exemplify hegemonic masculinity. Therefore, excluding the subordinate and marginalised masculinities along with women. For instance, male naval

officials in the U.S.A, particularly heterosexual males, openly show their masculinity by means of outperforming and disapproving of others such as homosexual men (who are stigmatised as softer by nature), subordinate males and women (Bradley, 2007). Therefore, highlighting divisions amongst masculinity and femininity along with reinforcing the stereotyping that exists.

According to Domosh (2005), gender disparities showed through architectural practices in both the outputs and the practice of the field itself. For instance, buildings designed have to meet the needs of the patriarchal heterosexual family arrangement. Furthermore, the existing social and cultural norms are displayed in building activities such as construction site supervision (Bonnevier, 2007). Therefore, emphasising that the professional cultural norms are contributing factors to gender imbalances.

According to Fowler and Wilson (2004), in a study on gendered work experiences of the architectural culture, masculine organisational cultures were revealed whereby, older males in the profession stated that women especially, mothers lack the aggressive personality and commitment to be an architect. Consequently, a more optimistic suggestion came from younger male architects who stated that there is a need for liberation in the industry and for women to be treated more equally. Therefore, suggesting that women are judged in the working environment and not given opportunities due to having children, which is biased.

Stratigakos (2008) argued that the profession of architecture is linked to the image that is incompatible with the image of being a good parent. Moreover, Fowler and Wilson (2004) claimed that assumptions in the industry around the element of gender and the ideal image of what a good architect is and the lack of progression for women in the industry results in women being regarded as unsuitable. Therefore, suggesting that the image of a good architect is connected to being male and displaying high forms of masculinity. Thus, highlighting a belief system that contributes to gender imbalances.

In a study conducted by Sang, Dainty and Ison (2014) on gender in the U.K. and the architectural industry whereby, 23 participants of different genders and age groups were interviewed, some of the issues highlighted were that women in the industry were unable to participate fully regardless of being a mother. In addition, males who contravened gender standards also faced challenges such as younger males and homosexual males. Moreover,

architecture comprises of both creativity and technicality, for instance, Kenway and Fitzclarence (1997) highlighted that research in many fields reveals that creativity can be associated with softer skills and femininity and hard skills with masculinity. However, in Sang, Dainty and Ison (2014) study it was discovered that most of the creativity in the architectural industry is led and organised by senior leaders and management which are predominately males. Therefore, indicating that women are often not given opportunities even in the softer skill section such as design.

According to Collinson and Hearn (1996), the architectural industry comprises of mainly men in senior management and positions of power. These positions are linked to masculine management practices, therefore, these positions control creativity resulting in marginalised men and women not gaining opportunities or recognition. Furthermore, the data analysed in Sang, Dainty and Ison (2014) study revealed that many women feel stifled and restricted around tasks in practice which impacts their growth and often suffer being questioned about their competencies. Gender hierarchy within architectural practices are commonly present and perceived technical abilities and senior management positions demote female architects. Furthermore, other aspects that impacted female architects such as exclusion from client engagements and not being invited to social gatherings with male counterparts. Cases of discrimination, low salaries and lack of growth and sexist's remarks have been noted (Sang, Dainty and Ison, 2014). Therefore, making it challenging for women to practice or gain success to leadership positions within the architectural industry, contributing to gender imbalances.

2.3 Leadership Theory

According to Bass (1990), leadership is frequently observed as one of the world's oldest preoccupations. Various theories on leadership aim to explain the basis of why people become leaders with much focus on the behaviours and characteristics of leaders in order to improve leadership skills and abilities. Therefore, literature on leadership becomes an important body of knowledge for ongoing research.

2.3.1 Trait Theory

According to Ekvall and Arvonen (1991), early theorists described born leaders to have different personality characteristics and physical traits than that of non-leaders. In addition,

Daft and Lane (2018) suggested that certain traits such as honesty, appearance, self-confidence and intelligence are some of the characteristics of a leader suggesting that some individuals are born or natural leaders. The Trait theory approach focuses on the assumption that certain traits are the reason for leaders to behave in a certain manner in certain situations which is perceived as consistent (Sethuraman and Suresh, 2014). For example in a study conducted by Kouzes and Posner (1991) on 1500 managers in the U.S.A., traits such as honesty and integrity were some of the many traits that were admired by subordinates of leaders, therefore, indicating that certain traits that leaders have may have a positive influence on subordinates. Conversely, Daft and Lane (2018) highlights that a diverse range of traits that effective leaders retain may indicate a leadership ability that can be developed and is not something that is hereditary. Therefore, certain genetic traits cannot solely categorise a good leader, however, those traits can be recognised and appreciated.

2.3.2 Situational Theory

According to Kendra (n.d), Situational theory describes a leader that chooses the most appropriate type of leadership suited for a specific situation. In addition, Northouse (2018) describes leadership in a situational manner as a leader who is both directive and supportive and in order to determine what type of leadership is required in a particular situation, a leader must be competent enough to evaluate subordinates on competency levels to perform in order to reach goals. Various leadership styles may be utilised appropriate for decision-making such as coaching, participating or delegating, for instance, in cases where subordinates seek direction during a challenging period, a leader can choose an authoritarian style of leadership (Amanchukwu, Stanley and Ololube, 2015). Therefore, a leader who can adapt to situational requirements in order to meet goals can be seen as a leader with an effective approach to leadership.

2.3.3 Contingency Theory

According to Lamb (2013), contingency theory describes a leader's ability to lead accordingly in particular environments and adapt a leadership style and quality suited for that environment is known as an effective leader. There is no specific leadership style as number of variables direct the leadership style. For instance, a great amount of structure and planning may be required from a leader if a situation is highly hostile to the leader such as an organisation going

through a financial crisis, it important for the leader to be directive and plan accordingly during this period (Daft and Lane, 2018). Some of the models under contingency theory are Fiedler's Contingency Theory, the Situational Leadership Theory, the Path-Goal Theory and the Decision-Making Theory. For the purpose of this study, path goal theory will be briefly described. The path-goal theory was first introduced by Martin Evans in 1970 and then further developed by House (1971) which involves leaders to be flexible during situational changes to motivate subordinates through clarification, structure, directive actions and rewards especially during times when obstacles arise (Silverthorne, 2001). Subordinates are provided with clear direction and assistance to overcome obstacles that arise. In addition, the goal of this theory is to enhance subordinate performance and satisfaction through motivational techniques suited to subordinate (Northhouse, 2018). This approach helps leaders achieve positive results due to their flexibility, influential posture and ability to collaborate with others (Youngjin, 2006). According to House (1996), the essence of path goal theory is the meta-proposition for effective leadership to engage in actions that compliments subordinates situations and talents in a way that compensates for deficiency's and is essential for subordinate satisfaction which in turn promotes organisation success.

2.3.4 Modern Leadership Theory

According to Winkler (2010), prior to the 21st century leadership was about hierarchical authority. Leaders lead through authority and lead most or sometimes all of the decision making processes. Modern leadership involves a more collaborative and inspirational approach which is adaptive and open-minded in order to navigate through the contemporary era. Whereas previously, leaders focused on their own needs and goals, this may not be appropriate or work in the modern day as collective success of their team and organisation is significant for reaching organisational goals. Modern leadership theories have developed due to the changing needs and demands the modern day business environment. Factors such as transparency, authenticity and accountable, furthermore, communication, collaboration and flexibility are some of the main focuses of modern leadership (Shek, Chung and Leung, 2015). Therefore, indicating that modern leadership has much focus on connecting with subordinates in order to reach organisational goals.

2. 4 Women in Leadership

According to Hearn and Piekkari (2005), gender relations within mainstream leadership research has been disregarded traditionally, however, the recent years has presented an expansion of global research in gender relations within leadership, management and the organisational environment. A large quantity of studies has revealed that there are variances in leadership styles in relation to gender management hierarchies (Shanmugam et al., 2006).

According to Deaux et al. (1985), women can contribute significantly to organisations for reasons such as; gender diversity and unique skills distribution, especially in male-dominated fields, where there are shortages of women and in countries with skills shortages. These roles can be beneficial and could benefit organisations in achieving certain goals. For instance, Daft and Lane (2018) highlighted that various studies revealed that, organisations with more females in leadership positions gained 65% more financially as opposed to those that do not. In addition, organisations that have more positions available for females on executive levels have a higher competitive advantage and perform substantially (Daft and Lane, 2018).

Helgesen (1995) stated that organisations lose the chance on talent when there is a failure in recognising female employee's full potential. There has been a growing interest in the recent years of how women lead and how the styles vary from men. In addition, studies in the U.S.A. have shown the effectiveness of women in leadership especially during the 21st century's culturally diverse working environment which can substantially contribute to competitive advantage. This is due to women being perceived as more in alignment with the needs of diverse groups (Daft and Lane, 2018).

Furthermore, in a study conducted by Appelbaum, Audet and Miller (2003) it was discovered that women have a more collaborative approach in leadership with high interpersonal skills. This can be empowering to consumers, subordinates and the output of work. For instance, the author of the book '*The End of Men*', concluded in her story that women have an ability to display high learning skills and are more adaptable. Other studies reveal women are more likely to achieve success due to being more achievement orientated (Daft and Lane, 2018).

Cubillo and Brown (2003) claimed that gender studies around the aspect of leadership, focused on the leadership traits of masculine and feminine dimensions and these dimensions impact

manner in which subordinates work. For instance, an assertive and aggressive type of leadership comes from the masculine trait with a focus on financial gain and competition while, the feminine trait displays a more empathetic way of leadership with a focus on quality of output and maintaining relationships (Giritli and Topçu-Oraz, 2004).

In addition, Daft and Lane (2018) highlighted that elements such as verbal competence and communication skills, dealing with interpersonal relationships within organisational environments, paying attention to detail and the abilities to be open to terms of contemporary societal needs are some of the abilities that women contain that would be highly beneficial in organisations.

In a study done by Appelbaum, Audet and Miller (2003) that compared male and female leadership styles, a more transformational style of leadership is suggested to be connected to female leadership and a more autocratic style for males. Figure 2.1 is indicated below.

Female	Male
Consideration	Structure
Transformational	Transactional
Participative	Autocratic
Socio-expressive	Instruction-giving
People-oriented	Business-oriented

Figure 2.1: Comparison of male and female leadership styles

Source: Appelbaum, Audet and Miller (2003, p.48)

According to Stanford et al. (1995), preceding research demonstrated that females who displayed masculine traits in leadership were more successful in gaining management positions, however, later research reveals that feminine leadership traits have become more accepted. For instance, in a study conducted by Priola (2004) interviewing female employed participants, multitasking was recognised as positive quality and a natural ability in women. The primary custodians of the household are women which is an additional task to managing their external work responsibilities.

Furthermore, Helgesen (1990) argued that females in leadership positions do not need to display masculine traits in order to lead people especially in male-dominated industries, instead

using their natural traits linked to femininity such as inclusion, connection and emotional availability may be beneficial and impactful in organisations when dealing with subordinates and relationship building.

According to Helges (1990), women may have a more interactive approach to leadership, which is referred to as interactive leadership. The collaborative method and the driving of personal relationships as an influence instead of authoritative styles or more command styles contribute to a more interactive approach. In addition, some psychologists suggests that both men and women are shaped differently from early childhood and these differences may contribute to why women fail to assert themselves through power and authority (Daft and Lane, 2018).

Conversely, Coughlin et al. (2005) referred to Carl Jung, a globally recognised *psychiatrist*, who claimed that all people are born with a feminine and masculine side, except one side is more dominating than the other depending on each individual. Therefore, a balance between both femininity and masculinity would make an effective leader. The traditional style of leadership traits such as masculinity, emotional unavailability and autocratic may not be applicable in modern organisations. In situational settings, however, a leader should apply both the feminine and masculine qualities irrelevant of the gender. Therefore, the command and power may have worked previously in organisations, however, a more dynamic and diverse approach may be needed for globalisation (Daft and Lane, 2018).

Equally, Powell (2011) debated that the combination of both femininity and masculinity (androgynous) in traits makes a good leader. Therefore, gender may not be appropriate in determining a good leader. However, Appelbaum, Audet and Miller (2003) study highlighted that the utilising the androgynous trait for women may assist women in moving up to leadership positions in the recent years, especially in industries such as architecture which requires relationship building skills due to the collaborative environments.

Moreover, Larson and Freeman (1997) stated that class, culture, gender and other social elements factors can impact leadership styles. For instance, in the case of women, educational, economical, family and social structures contribute to leadership qualities. Some authors argued that successful leaders have the ability to employ various styles that is determined by the situation, as a result, making leadership flexible. Therefore, determining the most ideal

leadership style through rigid frameworks styles cannot be done without gender, culture and social structures taken into consideration (Fitzgerald, 2003).

Many women in leadership positions in the modern world have shattered some of the traditional barricades that have previously characterised them as not having leadership qualities. The grounds of command, direct and control have been replaced with more feminine approaches such as influence, empowering, active listening and creating communities (Powell, 2011). Where previous literature showed women who adopted a more masculine approach reached leadership positions more rapidly which proved successful to their male counterparts. However, in the later years, with the support of policies, females implementing their own styles, skills and attitudes that is achieved through shared experiences, are revealing positive impacts in their organisational environments (Maseko, 2011).

Leadership has become a predominant study in the recent years to improve organisational performance as opposed to management, this is included in both policies of organisations and mainstream literature on management. The upsurge of female executives in organisations have contributed to further research on gender leadership styles to bring understanding to the topic along with a focus on including more women into these positions (Powell, 2011).

In a study conducted by James Gabarino, on female leadership, a professor at Cornell University, it was concluded that subordinates value female leaders more based on their communication and motivation skills in assisting employees to reach organisational and personal goals. Interpersonal skills contribute significantly to people management. Figure 2.2: Female leadership, shows the responses from subordinates based on a comparison between male and female leaders which indicated that women score higher on leadership (Daft and Lane, 2018).

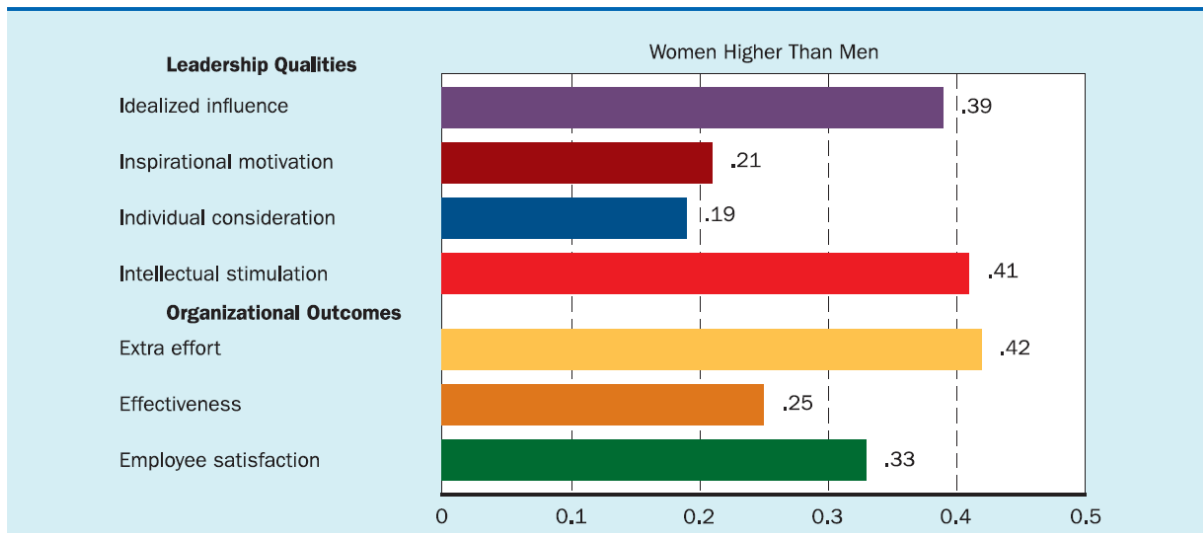


Figure 2.2: Female leadership

Source: Daft and Lane, (2018, p.337)

Figure 2.2 indicated that women score higher on the following aspects;

Inspirational motivation refers to leaders that appeal to the subordinates in an emotional manner which intrinsically motivates people towards achieving goals, in many cases women have been rated higher in the above aspect (Daft and Lane, 2018). In addition, subordinates that identify with and begin to mimic the leader is referred to *Idealized influence* which in the study indicated that women in leadership positions have the ability to influence subordinates' in that manner. Moreover, the study claimed that a leader who displays *Idealised influence* are respected, trusted and considered to have influence based on who they are verses their position. Lastly, subordinates believed that they were treated as individuals and more equally along with being respected by female leaders which is noted as *Individual consideration* (Daft and Lane, 2018). Therefore, indicating that women may have certain abilities to manage people more effectively.

According to Trinidad and Normore (2005), women employ a more participative and democratic leadership style in sectors such as education and corporate fields with transformational leadership as the more dominant approach. Daft and Lane (2018) described transformational leaders as people who drive substantial change in an organisation. These changes include a transformation to the organisations culture, strategy, vision and the promotion of innovation. The concept of transformational leadership is regarded as having a positive influence on subordinates development, the organisations performance and turnover.

In addition, this type of leadership can be a skill that is learnt as the leadership technique may not apply to personality traits. Transformational leadership focuses on effective communication as a substantial aspect in communicating the vision, goals and plans within an organisation (Brown and Treviño, 2006).

Trinidad and Normore (2005) suggested that some of these elements link to the values of a woman which is developed through a socialisation process that includes building connections with people, authority as influence, being more approachable, communication skills and building communities to work for a purpose. For instance, the first female leader to lead Ford's vehicle assembly plant, believed that it is imperative to share information and power to encourage employee development. Enhancing people's self-worth by treating them as individuals and equals through listening to their thoughts and opinions makes a positive difference in the way people work (Daft and Lane, 2018).

Moreover, Shane et al. (1995) highlighted that there is a positive link between femininity and transformational leadership. However, according to Hackman et al. (1992), a more gender-balanced leadership style is seen in transformational leadership. The comparison of transformational approaches connected to women such as collaboration and empowerment versus the traditional theory which focused on an autocratic leadership style in association with men, may support the inclusion of more women into leadership positions as this leadership style may be a dominant style for women. However, the leadership style alone may not be fully connected with one gender but rather linked to people. Therefore, in previous studies where women were expected to imitate and mould themselves according to their associated male leaders in order to fit in or achieve and secure senior positions is disregarded (Vinnicombe and Singh, 2002).

According to Smith (1987), the perfect leader should not be idealised to conform to one gender, for instance, men were traditionally seen as good leaders in particular male-dominated industries while, women were excluded. This impacts the excluded gender who may feel inadequate for certain positions. Instead, leaders should occupy roles according to their position and display appropriate behaviour and rules regardless of gender (Kanter, 2007).

Therefore, society and organisations should be more encouraging in the inclusion of both genders and focus on balancing gender in certain industries through treating people as equals.

For the case of gender imbalances in male-dominated industries for instance, the inclusion of more women should be focused without a disregard for men.

2. 4.1 Challenges for Women in Leadership

According to Borden et al. (2002), in male-dominated industries such as the architectural industry, the percentage of women in industry is not equal to male counterparts and many females are forced to work harder in order to prove their competency. In some cases, females adapt male characteristics in mandate to adapt to the environment. In many cases, although the additional effort is placed into the work, women are still excluded during networking sessions which are crucial for career development. Bernice (1982) stated that there are no rules around working roles that are specific to gender, however, the various roles displayed by men and women can be quite apparent. For instance, gender neutral terms such as architects instead of female architects are used by many women (Borden et al., 2002).

Wells (2004) highlighted that in many instances especially in male-dominated industries women are not entrusted with higher positions that is essential for career growth. Therefore, enforcing barriers to growth potential. The ‘Glass Ceiling Effect’ refers to a concept that is described as an invisible barrier that prevents people from transcending in an organisation owing to some form of underlying discrimination or biased opinions. This usually impacts women when growing into leadership positions. The term was coined by Hymowitz and Schellhardt in 1986 in a journal report by Wall Street involving barriers that hinder women from obtaining leadership and managerial positions (Annie and Kumar, 2018).

Barriers that contribute to the ‘glass ceiling effect’ are commonly centred on organisational and societal factors (Grove and Montgomery, 2000). For instance, substantial records of research disclose that informal social barricades, organisational, cultural and discrimination are associated with organisational barriers while, social roles and stereotypes are associated with societal barriers (Truman and Baroudi, 1994).

According to Maseko (2013), leadership and management positions traditionally include extensive working hours and a greater input of work in order to gain the promotion to these positions. According to George (2003), in a study conducted on a limited number of women in leadership positions –on both married and single women – it was concluded that women

resisted career advancements and were doubtful to take on certain challenges due to the risk of not being able to manage their family-related responsibilities along with work responsibilities. According to Emory (2008), various studies revealed that some women lack intrinsic motivation and a desire to advance to senior roles due to various roadblocks on their career path. Some of which include, the scarcity of opportunity, familial obligations, discrimination, and prejudice.

Conversely, Welch (2007) claimed that there is a limited amount of women in executive positions that have children while, other women have voluntarily resigned from their positions due to family planning. For example, Woodard (2007) highlighted that in many cases women with children expresses a hesitancy to travel for work or work longer hours due to responsibilities at home. While, in other cases, women in chief executive positions are reluctant to have children owing to the fact that this may impact their position at work. Lukaka (2015) further suggested that organisations are correspondingly reluctant to promote women due to the preconceived notion that at some point women may have more family responsibilities that may impact their work in future. Therefore, indicating that preconceived notions may hinder the growth for women in leadership positions.

Hoobler et al. (2009) highlighted that many women may have the skills and education as well as talents to enter into top leadership positions, however, there still remains an invisible layer that impacts their career advancements. Kaifi et al. (2011) described the glass ceiling as a small obstruction that is sometimes difficult to detect yet, plays a powerful role in hindering women's rampage to success.

Sadie (2005) suggested that decision making powers within organisations are limited for women due to the patriarchal systems where men were considered to be better decision makers. Therefore, indicating that conditional thinking and belief systems contributes significantly to the status of women in leadership. In addition, Cotter et al. (2001) claimed that in the 21st century, the glass ceiling is difficult to observe due to the global frameworks on equal opportunities that prohibit discrimination against vulnerable populations, therefore, making it difficult challenge.

Stereotypes are revealed through certain practices or attitudes that can be difficult to detect and confront openly. Indeed, these stereotypes exist commonly in higher leadership positions with

the assumption that the glass ceiling is more frequently observed in higher positions (Cotter et al., 2001). For example, in a study conducted by Annie and Kumar (2018) that took a sample size of 50 women to understand the impact of the glass ceiling. Variables such as salary differences and promotion opportunities between genders were taken into consideration. It was concluded that an inequality existed between male and female employees where, males held higher positions and salaries. Therefore, revealing some form of barrier that can be seen in statistical figures.

According to Rana et al. (2013), social networking within corporate world plays a major role in career advancement and securing corporate deals. Female executives face the challenge of exclusion due to certain informal gatherings that are typically known as male gatherings that secure business deals such as golfing and pool events. Women may not be seen as competitive or understand certain social environments, for instance, Ghorbani and Tung (2007) emphasised that in the Islamic culture, women are regarded as excessively emotional and excluded from certain social environments due to that perception. Therefore, social perceptions may contribute further to barriers to certain opportunities for women.

In addition, Townley (1989) stated that many females within the built environment lack access to informal networks and mentors to provide opportunities for social gatherings. Furthermore, discrimination and harassment are some of the challenges that women may face in relation to social networks and in many cases are forced to adapt which hinders their potential growth and opportunities within the industry. The built environment offers positions to people who plan, organise and execute physical structural projects that involves on-site activities. Due to the industry still holding an imbalance in gender relations, many women do not get work opportunities that allows for a full level of exposure. Some of the reasons are due to some informal practices and sexist's attitudes such as women cannot work on site related activities (Fielden et al., 2000). Therefore, creating a barrier to success.

Fieldwork is an important element for leaders in the built environment, owing to the fact that this type of experience leads to promotions as it gives people a greater understanding of structures that contributes to more informed decision making (Gayani Fernando et al., 2014). Many women are usually not given the opportunities for fieldwork experience and rather given fewer demanding functions such as office duties due to the stereotype that women cannot perform work on construction sites. For instance, Hossain and Kusakabe (2005) noted that

women in the engineering industry in Thailand and Bangladesh were not satisfied with the job functions they have received in large organisations such as public relations. However, other areas such as academic positions at universities, female representatives are more common (Ortiz et al., 2014). Therefore, emphasising the need for diversification. Furthermore, the unequal practices based on stereotype, or a poor image of women contributes to women being bypassed for potential growth. Consequently, this can further contribute to women avoiding entering the built environment or leaving due to the hostility that is present.

The invisible barriers that goes unnoticed poses a major challenge in encouraging the inclusion of women in leadership positions. Though many policies contribute to the inclusion of more female representatives within leadership positions, certain preconceived notions in relation to gender remain and may take time undo. Males still remain superior especially in industries and job functions that were previously described as male-dominated. Additionally, women make career decisions based on their own mind-sets and challenges that seem unbearable. Therefore, further hindering their success.

2. 5 Leadership

Leadership literature has a vast amount of theories that underlines the importance of organisational goal attainment and positive leadership. Leadership solely can be a challenging arena to describe as there are various theories that exists to define this body of knowledge (Northouse, 2007). Lippitt (1969) stated that leadership is a responsibility and people are only leaders when they give themselves the task of taking on the role. Therefore, suggesting that there are several notions to describe effective leadership.

An effective leader provides highly developed structures and strategies to support subordinates to reach goals and rewards their commitment in various ways (Sheard and Kakabadse, 2002). In addition, the ability to encourage and support people within an organisation in order to reach organisational goals and objectives is described as effective leadership (DuBrin, 2013).

Effective leaders encourage high levels of collaborative and individual work performance by providing visions that direct, motivate and empower subordinates (Joplin and Daus, 1997). Furthermore, Jones and George (2011) claimed that the process or manner in which employees are influenced in relation to the direction of tasks, motivation and inspiration can be described

as effective leadership. Therefore, the essential nature of a leader is to have a powerful influence on society and organisations and with the concept of leadership undergoing continuous development, new approaches are introduced regularly and are adapted accordingly (Daft and Lane, 2018).

Leadership theories have numerous and sometimes conflicting interpretations on gender. Hassan and Silong (2008) highlighted that gender does not contribute to good leadership, however, some researchers may argue differently. In addition, some studies reveal that a good leader is determined by the individual and their own leadership approaches rather than gender (Puliaeva, 2007). However, for the purpose of this study, the importance of women in leadership within the architectural industry is significant due to the major imbalances within the industry. For instance, there may be certain leadership qualities that women within the industry exhibit that can contribute immensely to the environment if opportunities are given.

2.5. 1 Architectural Leadership

According to Nadler and Tushman (1997), the physical building is shaped by the person who plans the process from the start to the final finish – this person is known as the architect. The architectural leader facilitates this process in order to achieve the final product which is a built structure. The facilitation includes a group of formal and informal procedures and systems within an organisation along with collaborating with consultants such as the engineering team and the construction team to achieve the final goal.

The six stages of an architectural project include (Designscape Architects, 2019);

1. Inception/initiation: this includes client briefing, budgets, and discussions.
2. Feasibility of concept: this includes the schematic diagrams that analyse spatial relationships. This stage is imperative for translating clients' brief.
3. Design Development: this involves designs to be finalised and consultants are integrated from this stage onwards.
4. Project Procurement: this stage involves technical documentation such as plan submissions to the local authority and the structural drawings. This stage involves the collaboration with consultants on a more detailed level. All designs and structures along with finances must correlate.

5. Construction process: this involves working with the main contractor and the initiation of construction. This stage encounters both external and internal challenges such as un conducive weather conditions, material delays and on-site conflicts. Therefore, it is important for the architect to manage this process efficiently.
6. Close out phase: this involves the settling of outstanding payments and the inspection of the final finishes to sign off a completed building (Designscape Architects, 2019).

Kollenscher, Ronen and Farjoun (2009) highlighted that architectural leadership involves an artistic and innovative approach to enhance the performance of the subordinates along with a more transformational approach to overcome the various challenges that occur with architectural projects.

Architectural employees utilise both creative and technical mind-sets in order to accomplish the execution of a project. The design phase involves greater ingenuity while, the construction phase involves more technicality. Employees of architectural organisations are challenged with the continuous structuring and restructuring of buildings and processes, along with the various stakeholders involved. For instance, upgrading an existing infrastructure to create value requires a certain level of thought processes and strategies. Architectural leaders are meant to guide these processes while maximising on organisational infrastructure through the most ideal use of operations (Kollenscher et al., 2017).

The creative process can be challenging due to dynamic change and innovation, and creators would need to be managed on an individual level rather than a generalised management level. To maintain the momentum of creative processes, the leader would need to provide intrinsic motivation to their subordinates especially during stressful periods (Kollenscher, Ronen and Farjoun, 2009). According to Prabhakar (2005), a transformational leader carries idealised influence which is defined as a leader building a relationship with their subordinates via commitment and connection. This, therefore, influences a relationship-orientation method which contributes to the success of a project. Hence, it is vital for leaders in the architectural industry to establish firm connections with their subordinates in order to understand people on an individual level and provide the most ideal solutions and settings for subordinates to work.

Kollenscher, Ronen and Farjoun (2009) elaborated that leaders are responsible for leading the design along with the execution of a building which involves teamwork, dynamic development,

and lateral co-operation. In addition, personal, subordinate motivation and alignment which involves focusing on value-adding strategies, is imperative in an architectural organisation (Kollenscher et al., 2017). Lastly, support and implementation which involves performance measures and stabilising the organisation through transition periods are also imperative for architectural organisations (Kollenscher, Ronen and Farjoun, 2009). Therefore, it is important for architectural organisations to maximise on their leaders' abilities and attain the most suited individuals for organisational goal attainment.

2.5. 2 Autocratic Leadership

Centralised authority from the control of rewards, coercion and position of leadership is the approach of an autocratic leader. In addition, subordinates follow a rule system and no authority over their tasks when being led by an autocratic leader (Daft and Lane, 2018). Similarly, Evans (2002) highlighted that autocratic leaders determine all tasks and policies, sets the agendas and makes decisions solely without much feedback.

Furthermore, Daft and Lane (2018) suggested that the autocratic leader emphasises a hierarchy of power from the top to the bottom and subordinates are treated in a generalised and standardised manner. For instance, DuBrin (2010) claimed that this type of leadership is effective on quick decision making and the execution of tasks in an orderly manner, however, the abuse of power and domineering nature can be detrimental to the subordinate's mental well-being in the long term. The instalment of grudges due to control will, therefore, impact the actual work in a negative manner. This type of leadership is more prevalent in traditionally male-dominated industries (DuBrin, 2010).

2.5. 3 Transactional Leadership

Transactional leadership approach focuses on an exchange between leaders and subordinates. Daft and Lane (2018) emphasised that this type of leadership involves a bartering system which is translated to the subordinate completing tasks based on extrinsic rewards such as monetary rewards, promotions or time off. Therefore, resulting in a management system by exemption and contingent reward conduct (Northouse, 2016).

This type of leadership is effective in interactive goal setting and contingent extrinsic reward and quite effective in maintaining stability within an organisation (Price, 2009). However, the negative side of transactional leadership is that subordinates can be punished or left feeling unworthy if tasks are not performed accordingly. This type of leadership is more prevalent in traditionally male-dominated industries whereas modern leadership approaches lean more towards remaining consistent while promoting vision and change (Price, 2009). This, therefore, does not leave room for growth or creativity and failure.

2.5. 4 Authentic Leadership

Authentic leaders are people who have a high level of self-awareness and high moral/ ethical compass. Authentic leaders are mindful on the impact that they have on others, in the sense of being deeply aware of their own thoughts, actions, values, strengths, and the context in which they operate. The thoughts and feelings of others are taken into consideration. In addition, authentic leaders are people who are resilient, optimistic and transformational (Daft and Lane 2018). The core principals of authentic leadership are transparency, openness and self-awareness. Authentic leaders are motivated by a positive value system and positive outcomes in an organisation. Furthermore, observing ambiguous ethical issues from various perspectives and aligning decisions with moral values are one of the strengths of authentic leaders (Brown and Treviño, 2006).

Northouse (2016) referred to authentic leadership as a genuine personality trait originating from an intrapersonal perspective, an important focus is placed on the leader's mind with an incorporation of the leader's self-concept, self-knowledge and self-regulation. Northouse (2016) further elaborated that authentic leadership can be developed over time and occasionally people are forced to develop authenticity during major life events such as loss or severe illness. A high level of gratitude for life emerges after major events.

Luthans and Avolio (2003) suggested that due to authentic leadership being a process which can be developed over time, administration departments in organisations can foster this development in employees who move into leadership positions. Working for a common purpose stimulates work ethic and production. For example, Northouse (2016) referred to an investigation on authentic leadership in an organisation where 118 subordinates claimed that authentic leadership immobilised them from making unethical choices when confronted with

temptation. Therefore, suggesting that this type of leadership morally strengthened subordinates.

Authentic leadership can be developed, therefore, indicating a greater amount of people can adapt to this leadership style. In addition, having a larger amount of people open to practicing authentic leadership strengthens the organisational climate to be more positive (Daft and Lane, 2018). Moral practices are connected to stability and authentic leadership focuses on morals and ethics along with vulnerability (Northouse, 2016). Lastly, employees have been assumed to emulate leader's actions, therefore authentic leadership could have a great advantage in maintaining stability within an organisation.

2.5. 5 Transformational Leadership

Daft and Lane (2018) described transformational leaders as people who drive substantial change in an organisation. These changes include a transformation to the organisations culture, strategy, vision and the promotion of innovation. The concept of transformational leadership is regarded as having a positive influence on subordinates' development, the organisations performance and turnover. In addition, this type of leadership can be a learnt skill as the leadership technique does not necessarily always apply to personality traits. Transformational leadership focuses on effective communication as a substantial aspect in communicating the vision, goals and plans within an organisation (Brown and Treviño, 2006). Leaders and subordinates work as a responsible collective.

Moreover, transformational leaders utilise transformational communication in order to drive organisational change. In order to lure the organisation into making big changes, the articulation of speech is prompted to promote a grand vision. Subordinates can become inspired by the approach transformational leaders practice to promote subordinates to see beyond self-interest and work as collective to make active change. This is done by making subordinates aware of the benefits of change while guiding and supporting people to transcend towards change. Action is therefore materialised in alignment with the grand vision. Vision is the key for transformation in an organisation (Brown and Treviño, 2006).

Transformational leaders create an emotional bond with subordinates and are aware of their psychical (e.g. Safety and salary) and psychological (e.g. self-esteem and self-worth) need and

elevate subordinates to meet those needs. These leaders use transformation to promote growth whether by psychically encouraging subordinates to work on different tasks or intrinsically motivating staff to work and live at their full potential. The need to control people in an organisation is diminished in order to allow people to have greater freedom in reaching their own goals and organisational goals. Effective leadership is maintained through building a vision and empowering people while stimulating the development of skills (Daft and Lane, 2018).

Kouzes and Posner (1987, 2002) referred to transformational leaders as leaders who challenge the process. This means that these leaders are more likely to take risks, challenge status quo and step into the unknown. These leaders are comparable pioneers willing to experiment with new ideas. In addition, transformational leaders encourage the heart by rewarding subordinates for their accomplishments. Attentive leaders are willing to give praise for good production and celebrate success to show encouragement. Through celebration a greater collective identity and community spirited is therefore establish (Kouzes and Posner, 2002).

Weber (1947) defined charisma as a gift that certain people have that supports them in doing extraordinary things that is almost regarded as a superpower. House (1976) emphasised that charisma can be a personality trait of a transformation leader and followers play a significant role in validating charisma in leaders. In addition, leaders with charisma act in unique ways that have specific charismatic effects on followers. For instance, people that demonstrate specific behaviours like becoming a role model for the beliefs and values they want to present while, influencing followers adapt to (Kouzes and Posner, 2002).

According to House (1976), Mahatma Gandhi was an excellent example of a role model for not advocating civil disobedience. Consequently, transformational leaders with charisma have moral overtones, articulate ideology goals and appear to be competent to followers. For example, a speech by Martin Luther King Jnr called "*I have a dream*" is an example of charisma (Northouse, 2016).

Establishing, building and achieving the vision within an organisation is very important for organisational success in the sense that, people within the organisation are significant as a collective in moving the organisations to success. Transformational leadership, therefore, can be apparent as a people orientated leadership that gives people opportunities to feel free,

included, well communicated with and accepted. This endorses transformation within an organisation.

2. 5. 6 Transformational Leadership and Emotional Intelligence

Salovey and Mayer (1990), introduced emotional intelligence in the early 90s which was additionally coined by the author Daniel Goleman in his book titled '*emotional intelligence*' (Goleman, 1995). According to Mayer and Salovey (1997) the ability to perceive and understand one's own emotions and the capacity to detect and understand the emotions of others is referred to as emotional intelligence. In addition, this can be the consequence of an adaptive interface between cognition and emotion. Therefore, this can be regarded as an ability instead of being rooted in personality qualities.

According to Goleman (1995), the term primal leader is referred to a leader that utilises emotional intelligence to prime positive behaviours and attitudes. The leader's role in an organisation can directly impact the emotions of the people being led, therefore, it is imperative for the leader to have the ability to recognise their own emotions and the impact it has on others.

Some research suggested that women score higher in emotional intelligence than men as it is observed as a natural trait (Mayer and Salovey, 1997). For instance, the Trait-Meta Mood scale which is typical used as an ability measuring model, women score higher than male counterparts on emotional intelligence (Ciarrochi et al., 2000). However, some studies suggested that there is no link to gender in relation to emotional intelligence (Mayer and Salovey, 1997).

Conversely, Bar-On (2006), found differences between males and females in relation to emotional intelligence, such as women scoring higher on interpersonal skills whereas men having greater coping mechanisms in high pressured or stress periods. The Bar-On model suggested that emotional and social intelligence consists of an interrelated social and emotional skillset and competency level that impacts one's abilities to recognised and understand emotions of themselves and others. Therefore, facilitating one's ability to solve problems and make change.

Lippitt (1969) highlighted that flexibility, the willingness to grow and a person who has the ability to connect with others and establish trust can be regarded as emotional intelligent. As a result, a general perception of women having a higher level of emotional intelligence due to their ability to socialise emotions and be more vulnerably expressive thus allowing for more connections with people to transpire enhancing decision making, especially in transformational spaces.

According to Bass (1998), gaining trust and confidence in subordinates through connecting emotionally is a trait of a transformational leader. According to Conger and Kanungo (1998), transformational leaders use emotional support to encourage and motivate their subordinates on tasks. Burns (1978), referred to transformational leadership to have similar traits as an ethical leader due to these leaders promoting collective working environments and encouraging subordinates to look beyond self interest in an organisation. However, there are distinctive differences between transformational and ethical leaders. For instance, ethical leadership focuses on exclusive ethical content. Subordinates become accountable to ethical conduct and are rewarded for practising ethics. Therefore, this can be transactional in a manner.

The reference to vision and intellectual stimulation within a leadership context are aspects that are more consistent with transformational leadership, which involves a deeper understanding of people and adapting to various mental models in an interpersonal manner (Brown and Treviño, 2006). Therefore, requiring a level of emotional intelligence in order to connect with people on an individual manner.

2. 5.7 Emotional Intelligence and Creativity

The most significant aspect of emotional competency is the ability to understand oneself and others. These understandings build strong interpersonal skills with others. Cognitive functions are connected to emotions and the key to incorporating emotions and emotional knowledge with problem solving and decision making is emotional competency (Chin et al., 2012). Boren (2010) suggested that an integration of reasoning and emotions are promoted by emotional intelligence. An Individual's ability to calibrate and adjust thoughts is linked to emotions and direct cognition. Emotional information, therefore, improves cognitive abilities. The cognitive ability to construct a concept which is inspired by emotions is creativity.

According to Heunks (1998), creativity can be interrupted as an open mind thinking to conceive new concepts, while innovation is the mechanical and economic implementation of a creation. In addition, an open mind can be connected to a lack of rigidity which is assumed to show psychological safety and freedom for people within an organisation. Creative people can be highly motivated and sensitive to other people's emotions. Creative leaders are more likely to take risks, tolerate ambiguity, open up to innovative ideas and create a synthesising working environment. Innovation implements creative ideas through action and production. A future orientation and value for money attribute while, taking informed risks and openness to new ideas is interconnected to innovation (Heunks, 1998).

Therefore, emotional intelligence has a significant impact on the creativity. The ability to develop new concepts and ideas while being in touch and open to global trends is a substantial aspect for organisational success. In addition, having ideas and not executing may not be ideal for an organisation, therefore, innovation and action is a key element to organisation success.

2. 5.8 Leadership and Empathy

The concept of empathetic leadership is constructed from a thought pattern that believes that as humans we are all connected, and we have the ability to feel each other's emotions and respond. Many studies have revealed that empathetic leaders hold greater abilities to respond to people in a positive manner and are better in decision making and problem solving (Tzouramani, 2017).

In addition, new era leadership theories focus on empathy being an important aspect of leadership, for instance, authentic leaders require empathy to be aware of others while, transformational leaders require empathy in order to validate and motivate subordinates (Bass, 1985). Furthermore, emotional intelligence is a critical aspect in leadership and research has revealed that empathy is a fundamental element of emotional intelligence (Goleman, 1995).

Kayworth and Leidner (2002) highlighted that for leaders to achieve desired results in the 21st century global business setting, empathy is an important skill or ability required in order to relate to the diverse groups of people within organisations. For instance, Waldman et al. (1990) claimed that leaders who have empathy carry an appropriate level of openness to various cultures and diversity. Therefore, making empathetic leaders more open to new perspectives and concepts which can contribute to innovation and promote effective leadership.

Empathy is a much needed virtue as it enables leaders to motivate, inspire and create visions that offers great value in organisations, Furthermore, empathetic leaders create more positive working environments (Goleman, 1995). For example, Marques (2010) highlighted that empathetic leaders have greater awareness in areas such as the ability to actively listen to subordinates and colleagues, which contributes to the deepening of emotional bonds, thus contributing to a positive working environment. People feel more valued and may perform better as a result of feeling heard and seen. Consequently, making empathy an effective ability in leadership.

According to Undung and Guzman (2009), empathy is regarded as a positive and powerful tool in leadership as it contributes to the development of trustworthy and intrinsically motivated subordinates. For example, Gardner and Stough (2002) suggested that empathetic leaders create emotional bonds with people due to their ability to understand others. Leaders are more willing to be adaptive and are aware of changing environments and differences in people. Furthermore, leaders with empathy are more likely to honour their words and take responsibility (Gardner and Stough, 2002). Therefore, emotional connections strengthen leader-subordinate relationships alleviating more shortcomings.

2. 5.9 Leadership and Narcissism (Lack of Empathy)

The origins of narcissism have been explored in psychology since the 1800s whereas the relationship between narcissism and leadership has only been explored in the recent years (Chatterjee and Hambrick, 2007). Sigmund Freud a famous psychiatrist described narcissism to be a personality disorder in people who have the tendency to see others as an extreme of the self, carries extreme self-boosting and self-admiration behaviours (Freud, 1957).

APA (2000), described the narcissistic personality disorder as a person to who;

Lacks empathy, for example, has an inability or is unwillingness or identify or to recognize the feelings and needs of others. This may show in the mistreatment of others.

Has a sense of extreme entitlement (self-centred), for instance, has unreasonable expectations of positive treatment. This can show in making people prove themselves constantly. In

addition, decision making can come from of place of self-interest rather than in the interest of the organisation.

Has exploitative behaviours, such as, taking advantage of others to achieve their own success, for example, manipulative and controlling behaviours.

Carries elevated levels of envy for others, for example, sabotages other people's success or becomes highly competitive.

Inability to actively listen, for example, easily takes offence and reacts without understanding.

According to Deluga (1997), many studies have found some positive association with narcissism and leadership since certain U.S.A. presidents and chief executive officers carried a high dose of self-admiration to reach executive levels. In addition, Galvin et al. (2010) argued that some narcissist traits carry charisma and boldness which allows for leaders to take risks and inspire people. This supports leaders to provide vision and push performance, however, may have long term negative impacts on people's mental health.

According to Hogan et al. (1994), people that show confidence, aggressiveness and charisma are often chosen as leaders due to the image association of what a good leader appears to be. Post (1986) highlighted that charisma in leaders are likely to attract more followers as people may perceive that as superhuman and inspirational trait and blindly follow. However, in terms of narcissistic leaders, they often exploit their charismatic abilities and are more likely to abuse positions of power through convincing their subordinates to submit to abuse. For instance, when projects fail, a narcissistic leader is more likely to blame people instead of taking responsibility creating a trauma bond. When people are blamed for things in most cases was not entirely their fault, they are more likely lose their self-worth. Therefore, leading to subservience through intimidation (Kramer, 2003).

The abuse of power could have prolonged impacts on organisational success, for instance, the creation of blame and toxic cultures instead solution orientated and supported cultures along with unethical behaviours along with the promotion of self-interest contributes to the organisational downfall in the long term (Higgs, 2009). For instance, Mark Hurd, CEO of Hewlett-Packard was forced into resigning due to inappropriate sexual relationships with

female's subordinates (Daft and Lane, 2018). Therefore, setting an example of unethical behaviours. In addition, Glad (2002) highlighted that narcissistic leaders have skills in intimidation, manipulation, and deception. For instance, Scott Thompson claimed to have a computer science degree in order to gain the CEO position of Yahoo and was forced to resign after being exposed (Daft and Lane, 2018).

According to Davey's (2008), a study on success in a male-dominated industry, it was discovered that typical masculine traits such as aggressiveness, game playing, power playing, and point proving were some of the contributing factors to success. Women in the male dominating industries who attempt to adapt masculine traits in order to survive within these industries, sacrifice her feelings of authenticity and identity (Du Plessis and Barkhuizen, 2012).

Furthermore, Du Plessis and Barkhuizen (2012) highlighted that there is an inadequate amount of research of why there is a limited amount of women entering male-dominated industries in the 21st century or why there is a lack of female mentorship, additionally, further research is required on lived experiences and challenges that women in male-dominated industries face.

In study conducted by Martin et al. (2013) on women's lived experience in male-dominated industries, it was revealed that many females experienced unsupportive, manipulative, and vindictive behaviour from male associates in industry. In addition, some women were either constructively, forcefully, or manipulatively using their femininity such a sexual power to gain acceptance or cope with challenges. Therefore, indicating unethical practices in leadership can cause changes in subordinate's behaviour.

The controlling, forced to fit in and manipulative behaviours can impact people's mental health. It is imperative for people to understand what exploitive and abusive behaviours are. Moreover, it is important to highlight that, abusive leadership does not reveal itself initially, usually a mirage is created to draw people in, and abuse shows afterwards. Therefore, there is an importance for knowledge generation on this topic.

2. 5.10 Trauma Bonding and the Workplace

According to Dutton and Painter (1981), trauma bonding is an attachment style that is established through a cycle of abuse that involves, grooming a victim first through positive

reinforcement, then suddenly, the victim becomes subject to subtle forms of abuse such as emotional abuse through negative reinforcement. For instance, the victim is given some form of reward such as appraisals then punished again through dismissive behaviour or blaming behaviour. This creates a powerful bond, which is almost addictive and referred as a trauma bond (Dutton and Painter, 1981).

Furthermore, Saunders's (1999) explained that trauma bonds can lead to a point where the victim protects the abuser and remains silent about the abuse. For instance, the victim is given attention on one day and completely dismissed or is not heard the next day or being told contradictory things on separate occasions without an explanation, this is usually done intentionally by the abuser as a form of a mind game (Psychologytoday, 2021). Therefore, creating cognitive dissonance in the mind which happens when a person has two various beliefs about something and gets confused, this impacts decision making, especially in terms of self-empowered decisions. Abusers deny abuse or use anger and gas lighting when confronted, hence, leaving the victim more confused (Psychologytoday, 2021).

Trauma bonding can also lead to the victim carrying a pattern of abuse and abusing innocent people. This is quite common in personal relationships, nevertheless, organisational environments have been noting these behaviours in the recent years and the focus on mental health has become a significant factor (Saunders's, 1999).

Hoel and Cooper (2001) emphasised that workplace maltreatment has a serious impact on organisations and individuals who are victims. In addition, this can lead to intense psychosomatic effects such as impaired interpersonal functioning, diminished productivity at work and mental health issues such as anxiety and post-traumatic stress (Mayhew et al., 2004).

Salin (2003) claimed that workplace mistreatment can take various forms and more often are more subtle and is presented in a covert manner which may include power imbalances between abuser and victim, isolating the victim and getting an audience to team up against the victim, rumour spreading, intimidation and withholding information (Einarsen et al., 2003). In addition, on a task level, it can be seen in unrealistic deadlines, high job burdens, meaningless tasks, lack of knowledge sharing or sharing incorrect knowledge and the abuser becoming difficult if the victim does not conform. In most cases, it is not a once off misdemeanour but

rather a prolonged period of unfair treatment, therefore it is important to use correct judgment (Einarsen et al., 2003).

Workplace mistreatment can also be observed from a gender perspective, for instance, Escartín et al. (2011) found that women are more likely to be subject to emotional abuse such as isolation on a social level. In addition, Heilman (2001) highlighted that women in leadership positions in male-dominated industries are more likely to face rejection and derogation. This could, therefore, pose major barriers for women in leadership.

2.5.11 Theory U

Theory U is a leadership approach that incorporates the concept- Form follows consciousness which focuses on how individuals and organisations can access their full potential through a change in perspective and creating a systematic shift in the present moment. Theory U places value on peoples mental models as being an important aspect in the U process (Schramer, 2016). A person's mental model affects the way a person thinks and makes sense of the world as a person's internal representation of reality allows them to interact with the world in specific way. Thought and action are enabled through this model but in some cases can be constrained due to certain habitual belief systems (Kok and Van den Heuvel, 2019). According to Kok and Van den Heuvel (2019) when a person is exposed to their own mental model, it must be observed before change is made as assumptions that affect a person's actions are profoundly rooted beyond the conscious mind.

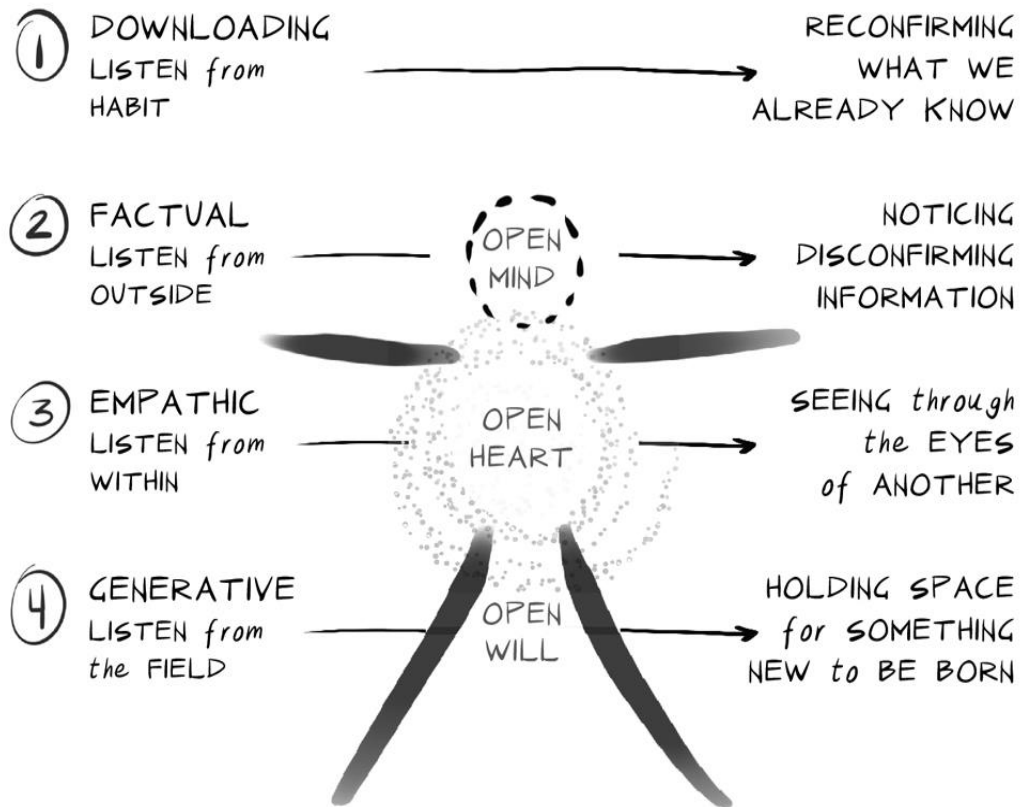


Figure 2.3: Four field structures of attention

Source: Scharmer (2016)

Theory U identifies the four field structures of attention (figure 2.3). The fields affect the way we listen and how we engage with others. Field 1 and 2, leaders operate from what they already know and focus on the current situation that is addressed at that current state. Field 3 and 4, the leaders have the willingness to open the mind, to let go of what they already know, open the heart, to show empathy with others and an open will, to connect to what the future can emerge into. In the 21st century leaders need to extend their attention to field 3 and 4 to create the ability of change and to respond effectively to the challenges. To be an effective leader, we must first understand the field from which we operate from. To understand the field of operation requires self-awareness (Scharmer, 2016).

2. 6 Chapter Summary

The literature review explored literature on the gender imbalances in the architectural industry and built environment. In addition, leadership theories and women in leadership was discussed. Furthermore, various leadership approaches was reviewed and Architectural leadership involves collaboration and teamwork, creativity and innovation which is imperative for project success. Employees need to be constantly, motivated and empowered in order to sustain work performance. Therefore, traditional leadership styles may not be ideal as the industry is very people oriented and requires the leader to have strong interpersonal skills which can impact the project performance. Transformational leadership, authentic leadership, leaders with empathy and emotional intelligence are significant approaches required for architectural leadership. Narcissistic leadership and trauma bonding within the workplace was further discussed which brought to light on abusive leadership that could be connected to some of the challenges women could be accosted to. Lastly, Theory U was discussed. The next chapter presents the research design and methodology for the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discusses the research design and methodology that has been utilised for the assimilation of this dissertation. The following chapter discusses, the research objectives, research design and methods, data collection, study area, target population and sample size, sampling, data analysis, timeframe, validity and reliability and lastly, ethical considerations.

3.2 Research Objectives

The study aimed to investigate the importance of women in leadership in the architectural industry through an architectural organisation in KwaZulu-Natal. The intention of the study is to contribute to the inclusion of more women in leadership in architectural industry.

The research objectives were:

- To identify the gender imbalances in the architectural industry.
- To investigate the challenges for women in leadership.
- To recognise the leadership styles employed by women in the architectural industry and their importance.
- To assess how their leadership styles influence the architectural industry.
- To provide recommendations for the inclusion of more women in the architectural industry.

3.3 Research Design and Methods

According to Durrheim (2004), research design refers to a framework or plan that serves as a gateway between the implementation of research and research questions. In addition, Sekaran and Bougie (2013), described research design as a proposal for the collection, measurement and analysis of data constructed to answer research questions. Lastly, Leedy (1997) suggested that research design is a plan that provides an overall framework for data analysis and collection.

Research methodology is described as a theory of how the plan should be implemented which involves the analysis of principles, procedures and assumptions in a certain manner to proceed with the implantation of the plan (Schwardt, 2007). While, Sekaran and Bougie (2013) described research methodology as the technique for collecting the information required to answer the research questions. The methods used assists in illuminating the problem statement and defining manners in which to investigate such as the use of certain research designs and procedures and the most appropriate way of collecting data and analysing it (Creswell, 2018).

The following three types of research approaches can be utilised for research; the qualitative research approach, quantitative and the mixed methods approach.

Qualitative research method involves learning, generating new knowledge, collecting, and analysing respondent's experiences, human behaviour, perceptions, beliefs, opinions, needs, values, respondent's perspectives, emotions, openness, and respondents' own understanding (Mack et al., 2005). Furthermore, Creswell (2018) highlighted that the process involves general themes being established through analysis of data, data collected in a personal setting and the final reporting in a flexible manner. This type of research can be used to focus on individual meaning and a type of research that includes more detailed perceptions which can be analysed. This type of research can be in the form of interviews, particular focus groups and surveys. Open ended questions are usually utilised in this type of research in which questions with words such as; what, why and how (Borrego et al., 2009). For this study this research approach was not used.

The quantitative research approach is a way of examining the relationship between variables in order to test objectives. These variables can be measured and numbered, and data can be analysed in a statistical manner (Creswell, 2018). According to Smeyers (2008), through collecting characteristic variables, quantitative research provides a statistical result. This result can, therefore, be analysed. The aim of this type of research is to confirm hypotheses about phenomena and is helpful with large sample sizes as questions are usually closed and fixed. Researchers build assumptions with this type of approach and can therefore, control outcomes and protect bias opinions (Creswell, 2018). For this study this research approach was not used.

The mixed method research approach involves both quantitative and qualitative data and analysis through combing both types of data and includes theoretical assumptions. The

combination contributes to a stronger research body particularly on subjects that has limited research. In addition, the mixed method research approach aids to understand a phenomenon better and answer the research questions in greater detail (Creswell, 2018). This Study was done using a mixed method research approach. The reason for choosing this approach was based on the topic having a limited amount of research. In additional, since the study was done on one gender, it was important to gain insight from both genders to avoid biased opinions through only sampling one gender. Therefore, the quantitative survey was administered as part of the mixed method to confirm variables such as gender imbalances and the qualitative interviews gained further insight on women in leadership.

According to Creswell (2018), a worldview that stems from situations and actions instead of an original condition is referred to as a pragmatism worldview. The researcher has chosen to adapt a pragmatic paradigm (Saunders, 2016). According to Creswell (2018), the merging of both qualitative and quantitative data in order to provide a more detailed analysis of the study is referred to concurrent procedures. The researcher collected both data sets and interrupted overall results. For the purpose of this study a concurrent procedure was utilised. The analysis for research was driven from both quantitative and qualitative data, primary and secondary research that enabled a triangulation.

3.4 Data Collection

According to Garg (2016), primary data is data that is collected for the first time which can be perceived as most consistent for achieving research outcomes, therefore, forms the foundation of research. In addition, secondary data is referred to research that has been conducted previously or by other researchers, that usually can have an ancillary connection to the current primary data (Bhaskar and Manjuladevi, 2016). The current study collaborates a report based on reviewing secondary data such as journal articles, books, websites, and articles in conjunction with primary data collection such as interviews and surveys.

The qualitative interviews comprised of open-ended questions which were semi-structured that explored the respondent's insights on the research topic and was conducted in an electronic manner on women in the architectural industry. The timeframe suggested to answer all questions was recommended to be 45 minutes which varied depending on the respondent's own timeframe. Opened-ended questions aimed to encourage respondents to express their

experiences and ideas on the topic. The aim of this aspect of the data collection was for the researcher to gain understanding of the challenges that women in leadership positions encountered and the leadership approaches that women in architecture deploy in an organisation and on projects. In addition, the gender imbalances were investigated. Through the investigation of individual experiences and personal perceptions, the researcher was able to explore human individualities and behaviour in relation to the topic. Selecting a smaller number of participants assisted the researcher in gaining a concentrated body of knowledge which highlighted insights and emotions, behaviours and context to the topic of research (Mack et al., 2005).

The quantitative survey comprised of closed ended questions and a survey link was sent out electronically. According to Garg (2016), quantitative analysis utilises empirical logic based on the category of the data to derive a phenomenon. An investigational study was conducted for this research in a quantitative manner which was expressed in a statistical manner. The survey was utilised to confirm areas such as gender imbalances and perceptions of women in the architectural industry. Statistical analysis in relation to women in the architectural industry was conducted through dividing the sample population into categories and individuals who fall under those categories were selected. The sample included participants in the architectural industry. Both male and female participants were selected for the quantitative analysis.

According to McMillan and Schumacher (2010), there can be unintentional influences that researcher or research has on the participants, which may reflect in various behaviours or displaying attitudes. In connection with this study, the global pandemic required the researcher to create self-administered instruments with no personal connection. Therefore, the unintentional influence has been alleviated.

3.5 Study Area

An architectural organisation in KwaZulu-Natal, South Africa. The architectural organisation does not employ architectural professionals, rather serves as support structure to the architectural community.

3.6 Target Population and Sample size

The respondents comprised of individuals from the built environment profession such as architects, senior architectural technologists, architectural technologists, draughtsmen who are past, present, and affiliated members and consultants of the architectural organisation. The qualitative data had an anticipated sample size of 10 participants targeting people aged between 18-65 years old and who are women in the architectural industry. The quantitative data had an anticipated sample size of 40 participants targeting individuals who are male and female, aged between 18-65 years old within the architectural industry.

Response rate:

46 out of 50 of the total anticipated sample size was reached.

3.7 Sampling

According to Creswell (2018), in situations where there is a larger population, the research targets a sample for research. For the case of this research, the data was collected utilising a non-probability, convenience and purposeful sample strategy. According to Black (2010), purposeful sampling is a technique that is selective by nature, where the researcher selects a certain category of people to gain information from. This can be accommodating with time management and gaining data especially during the challenging times. The convenience aspect of the sampling strategy involves the inviting participants who were actively and willing able to participate (Creswell, 2018). According to Patton (2013), gaining knowledgeable samples who have experience for a body of research is imperative to accomplish research objectives and benefits the mixed method research process. Sample strategies used in this study was to first select a criterion for participants placed into subgroups which required purposeful samples. This, therefore, improves the representatives for research.

In this study, women who have experience in leadership positions in the architectural industry were invited to participate in the interviews and for the surveys participants were divided into subgroups such as individuals in the architectural industry that included both male and female participants. This was conveniently and purposeful sampled. This was done to gain perspective from all genders on the position of women in architecture.

3.8 Data Analysis

The data from both qualitative and quantitative was collected concurrently and was analysed in a manner where the quantitative analysis provided a setting for the qualitative analysis. In addition, triangulation of research was conducted and results were discussed.

Qualitative data

Interview data was collected and stored on a spreadsheet to be used for interpretation. A thematic analysis was utilised to analyse the data from the interviews which was transcribed once collected. The series of responses which was given from the researcher's questions, indicates a series of patterns that resulted in themes being established. These themes were explored and explained in the research. According to Ryan and Bernard (2003), the analysis of information or data involves discovering themes and sub themes and deciding which themes are appropriate, relating themes to theoretical models through a theme pyramid. In addition, thematic analysis is significant for qualitative data in particular as it can be utilised to connect different forms of expression through writing.

Quantitative data

The research utilised the Statistical Package for Social Sciences (SPSS) software version 25 (2017) and Google forms, a survey link was created and sent out to participants; responses were automatically captured. All responses were recorded on a spreadsheet for interpretation.

A descriptive analysis was utilised to analyse the data from the survey that was transcribed once collected. According to Ethridgen (2004), an attempt to describe, identify what is, why it is the way it is and a more rational attempt to establish how it came to be is referred to descriptive analysis. Surveys are a popular way to provide descriptive analysis which can create scope for further research. Furthermore, descriptive analysis highlighted current issues through data collection which further describes the situation.

The demographics such as age, years of experience and gender were included in the survey. In addition, certain closed ended questions and a number of choices of answers was given to participants to choose. Lastly, analysis was captured in a percentage basis and interrupted via numerical form.

3.9 Timeframe

The study was completed within the given timeframe for the course.

3.10 Validity and Reliability

Internal validity and reliability issues could occur when the variables are under examined while, external validity and reliability issues could be illustrated through generalising the study (Bhaskar and Manjuladevi, 2016). To ensure the validity, the same questions were asked in the interviews and responses were compared, the language of the questions were simple and comprehensible as this assists in avoiding distorted findings. Triangulation contributes significantly to research and in particular to interviews. Patton (2013) highlighted that by comparing findings from each of the respondents, validity of findings increases, therefore, contributing to the reliability of the study. Consequently, thorough examination on elements such as demographics and related questions was conducted in this study to create comprehensible themes. According to Rosnow and Rosenthal (1996), reliability considers the measurements that can be confirmed by further measures which are competent, which would make the research reliable. The quantitative survey data was validated through the selection of participants within the industry of research to ensure the removal of ambiguities in the survey and improve the overall quality. In addition, measures such as simple questions and questions related to the study were included. Furthermore, Cronbach's alpha measures the internal consistency, or reliability, of a set of survey items (Gliem and Gliem, 2003). According to Gliem and Gliem (2003), the Cronbach alpha reliability test results closer to alpha 1 is linked to a greater level of reliability. A Cronbach alpha test was done for the survey to confirm reliability.

3.11 Ethical Considerations

Informed consents for data and participation were sent which prevented assaults on the integrity and protect participant's personal liberty and veracity. All parties involved were assured of confidentiality through the consent notice that was issued with the surveys and questionnaires. Anonymity was respected and this research did not require any personal information from the respondents and further assurance was given to respondent that data collected were to be used for research purposes only. The name of the architectural organisation nor the respondents was

not published or required for this study. Ethical Clearance Approval (Appendix 1) was achieved from UKZN before research was conducted and an informed consent letter (Appendix 2) was provided. In addition, a consent letter from the organisation was provided. The survey tool used in research consisted of a cover with an informed consent for each participant.

3. 12 Chapter Summary

The purpose of this chapter was to discuss the research design and methodology. A mixed method research approach was conducted for this study. The chapter discussed how the data for the research was collected and analysed, furthermore, sampling and validity and reliability was discussed and lastly ethical considerations. The next chapter will explore the results and discussion of the research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The purpose of this chapter is to present the results from the study. The study aimed to investigate the importance of women in leadership in the architectural industry. The intention of the study is to contribute to the inclusion of more women in leadership in architectural industry. In addition, the challenges that women in architecture face and the leadership styles that women employ were investigated. Moreover, the research did not intend to discredit men but rather provide research to include more women in architectural leadership in order to contribute to the balance in gender. Therefore, recommendations was driven from results. The quantitative survey had 40/40 respondents who in the architectural industry and the qualitative questionnaire had 6/10 respondents who are in the architectural industry.

4.2 Quantitative Data Results and Discussion

Descriptive statistical analysis generally forms part of the quantitative analysis, therefore, the results will be discussed using a descriptive approach. The presentation of the data is presented in a graphical form with percentages, median and mode of central tendency. The quantitative survey had 40 respondents from the architectural industry which included 20 males and 20 females. Due to the nature of the study based on women, it was important to gain feedback from men, therefore alleviating biased sentiments.

Quantitative Data		Target sample size:40 Total Respondents: 40
Gender	<ul style="list-style-type: none"> • Male • Female 	20 20
Age	<ul style="list-style-type: none"> • 18 to 25 years • 26 to 35 years • 36 to 45 years • 46 to 55 years • 56 years upwards 	1 15 12 8 4
Marital Status	<ul style="list-style-type: none"> • Married • Single • Divorced • Windowed • Prefer not to say 	21 15 1 1 2
Education	<ul style="list-style-type: none"> • Tertiary education 	40
Job Title	<ul style="list-style-type: none"> • Architect • Senior Architectural Technologist • Architectural Technologist • Draughtsmen 	30 4 4 2
Work experience	<ul style="list-style-type: none"> • < 1 year • 1 to 2 years • 3 to 5 years • 6 to 9 years • 10 to 14 years • 15 to 19 years • 20 + year 	1 0 2 6 13 7 11

1- Table 1: Quantitative Data Demographics

- 50% of respondents were male and 50% of respondents were female respectively. The survey was purposely sent out to both genders to gain a balance in perspective.
- Less than 10% of respondents were between the ages of 18-25 years, which would indicate new graduates, while 37.5% of people were between 26-35 years which would indicate a fair amount of experience in industry. In addition, 30% were between 36-45 years and lastly 20% of the population were between 46-55 years and 10% 56 years and above respectively.

- 52.5% of the sample size were married, while 37.5 were single, resulting in under 10% being divorced, widowed or prefer not to say category respectively.
- 42.5% of the sample size was employed by a company while 57.5% were self-employed respectively.
- 75% of the sample size were Architects while, 10% were Senior Architectural Technologists, in addition 10% were Architectural Technologists and 5% were Draughtsman respectively.
- 27.5% of the sample size achieved 20 or more years of experience while, 32.5% achieved 10-14 years of experienced, in addition, 17.5% had 15-19 years of experience while 15% had 10-14 years of experience and lastly 10% or less achieved 2-5 years of experience, 1-2 years of experience and less than 1 year respectively.

The respondents for further asked to rate and respond to the following statements given below.

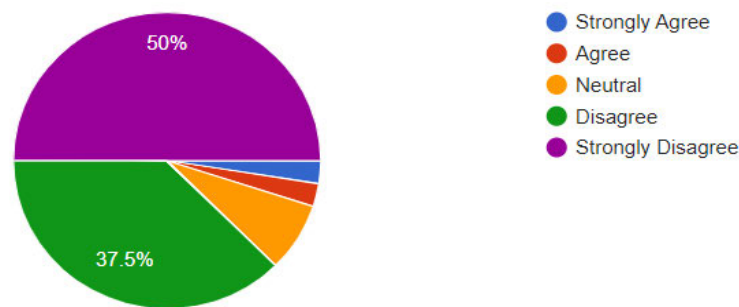


Figure 4.2.1: Statement 1

Statement 1 given to respondents: ‘There is a balance between male and female leaders in the architectural industry.’

50% of the sample size strongly disagreed with the statement, while 37.5% percentage disagreed. Less than 10% were neutral while less 2.5% agreed and strongly agreed respectively. This therefore, indicates that there is a major imbalance between men and women in the architectural industry with 87.5% disagreeing with the statement.

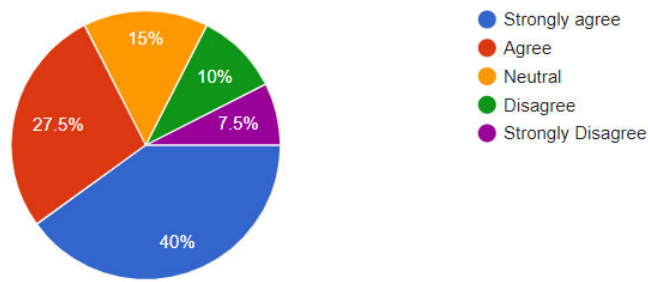


Figure 4.2.2: Statement 2

Statement 2 given to respondents: 'There are differences between female leaders and male leaders in relation to how they engage with subordinates or colleagues in the architectural industry.'

40% of the sample size strongly agreed with the statement, while 27.5% percentage agreed. 15% were neutral while 10% disagreed and 7.5% strongly disagreed respectively. Therefore, indicating that many people have noticed a difference in leadership's styles with gender in the architectural industry with 67.5% agreeing with the statement.

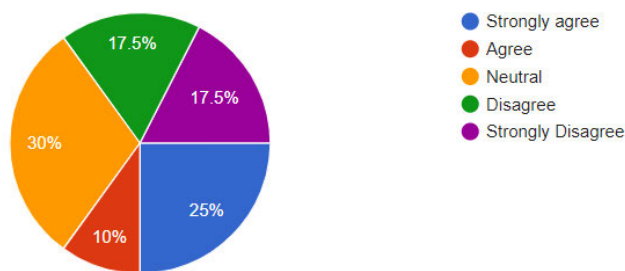


Figure 4.2.3: Statement 3

Statement 3 given to respondents: 'Gender makes a difference when it comes to being effective and efficient in the architectural profession.'

25% of the sample size strongly agreed with the statement, while 10% percentage agreed. 30% were neutral while 17.5% disagreed and 17.5% strongly disagreed respectively. Therefore, indicating a neutral response in relation to gender the effect and efficiency in the architectural profession as a result. The results also indicate that due to the lack of women in industry, there may be limited amount of research on how gender may influence the industry.

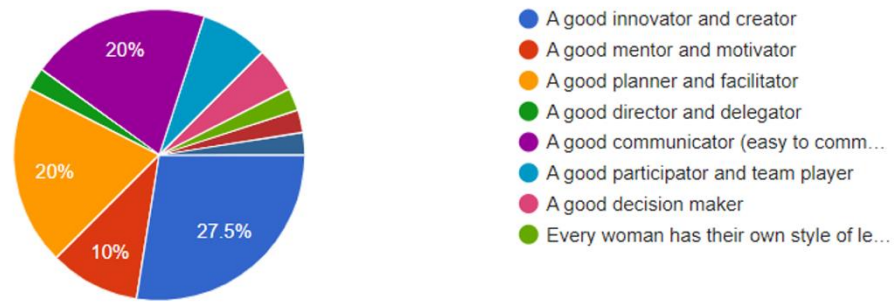


Figure 4.2.4: Statement 4

Statement 4 given to respondents: Which of the following best describes women in the architectural industry?

27.5% of the sample size responded to women are good innovators and creators, while 20% responded to women being a good communicators. 20% indicated that women are a good planner and facilitators while 10% indicated that women are good at mentoring and motivating and lastly, 7.5% referred to women as being good participator and team player while that latter 7.5% suggested that women are good at directing and delegating, a good decision maker and every women has her own style of leading respectively. Three main themes concluded are; women are good innovators and creators, women being good communicators, and lastly, women are a good planner and facilitators. These factors are important for the architectural profession as creativity, planning and innovating is significant.

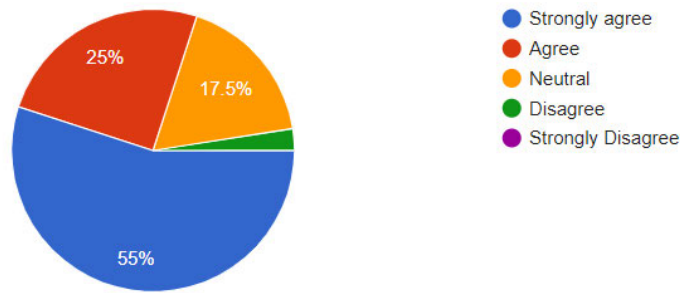


Figure 4.2.5: Statement 5

Statement 5 given to respondents: ‘Women have a strong vision and purpose’.

55% of the sample size strongly agreed with the statement, while 25% percentage agreed. 17.5% were neutral while 17.5% disagreed and 2.5% strongly disagreed respectively. Therefore, suggesting that ‘Women have a strong vision and purpose’ with 80% of the respondents agreeing with the statement.

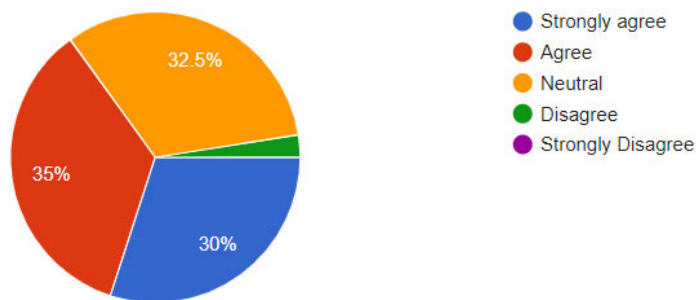


Figure 4.2.6: Statement 6

Statement 6 given to respondents: ‘Women display technical excellence and motivation skills’.

30% of the sample size strongly agreed with the statement, while 35% percentage agreed. 32.5% were neutral while 2.5% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a neutral response to women display technical excellence and motivation skills. The architectural project comprises of a technical aspect such as construction drawings and site inspections. Women are not usually given the opportunities to perform these duties as it is viewed as more masculine work. Perhaps, the inclusion of more women in those duties will give people more insight.

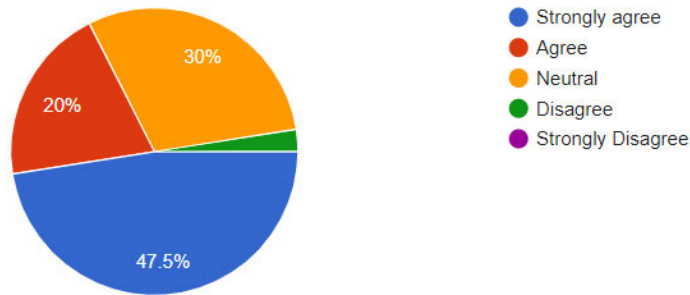


Figure 4.2.7: Statement 7

Statement 7 given to respondents: ‘Women have high integrity and are more authentic’. 47.5% of the sample size strongly agreed with the statement, while 20% percentage agreed. 30% were neutral while 2.5% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a higher response to ‘Women have high integrity and are more authentic’. It could be that women employ a more authentic style of leadership.

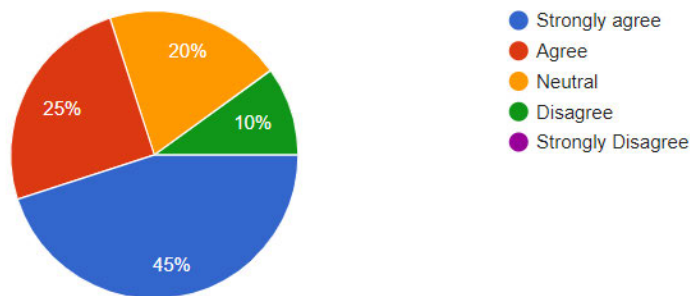


Figure 4.2.8: Statement 8

Statement 8 given to respondents: ‘Women have good communication skills and are more approachable’. 45% of the sample size strongly agreed with the statement, while 25% percentage agreed. 20% were neutral while, 10% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a higher response to Women have good communication skills and are more approachable reaching a total of 70% respectively. Therefore, highlighting a theme of good communication in leadership.

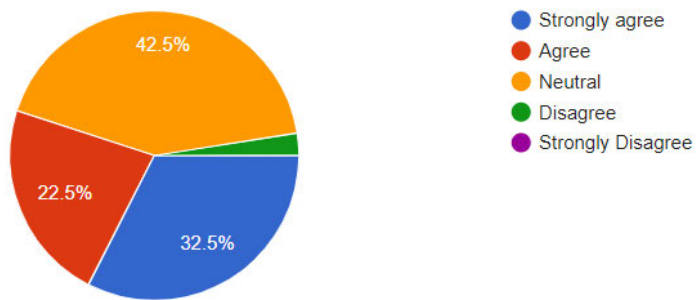


Figure 4.2.9: Statement 9

Statement 9 given to respondents: ‘Women are more action orientated, solution orientated and take responsibility’.

32.5% of the sample size strongly agreed with the statement, while 22.5% percentage agreed. 42.5% were neutral while, 2.5% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a neutral response to Women are more action orientated, solution orientated and take responsibility.

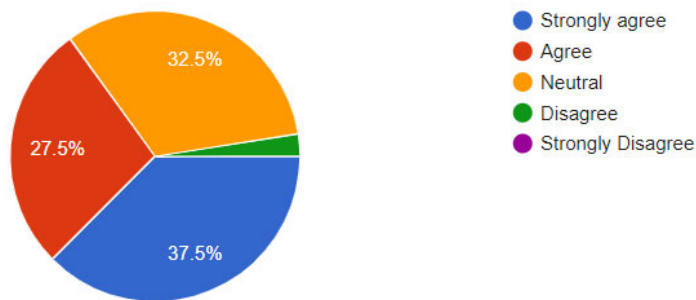


Figure 4.2.10: Statement 10

Statement 10 given to respondents: ‘Women are more positive thinking, open minded and creative’.

37.5% of the sample size strongly agreed with the statement, while 27.5% percentage agreed. 32.5% were neutral while, 2.5% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a higher response to Women are more positive thinking, open minded and creative which perhaps suggests some positive leadership traits.

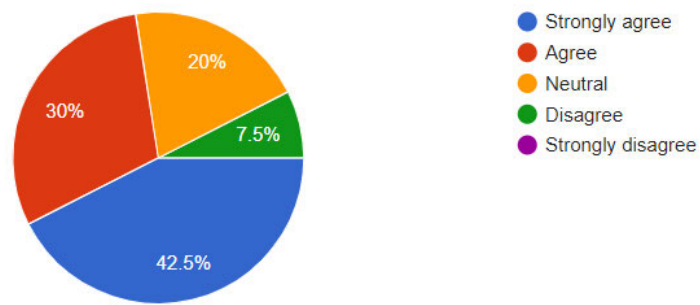


Figure 4.2.11: Statement 11

Statement 11 given to respondents: ‘Women are more vulnerable and display reflective thinking’.

42.5% of the sample size strongly agreed with the statement, while 30% percentage agreed. 20% were neutral while, 7.5% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a higher response to Women are more vulnerable and display reflective thinking, which perhaps suggests that women may build healthy emotional connections with people effectively.

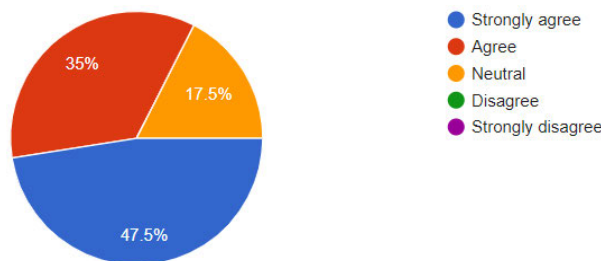


Figure 4.2.12: Statement 12

Statement 12 given to respondents: ‘Women are more in touch with their emotions and display a high level of emotional intelligence’.

47.5% of the sample size strongly agreed with the statement, while 35% percentage agreed. 17.5% were neutral while, 0% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a high response rate to Women are more in touch with their emotions and display a high level of emotional intelligence ranking at 82,5% agreeing with the statement and perhaps suggests that women may have strong emotional and cognitive abilities which is significant in leadership positions.

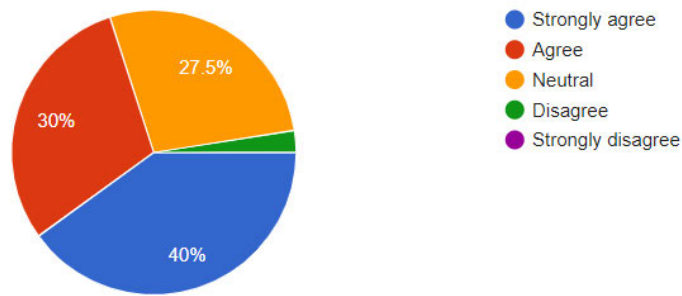


Figure 4.2.13: Statement 13

Statement 13 given to respondents: ‘Women are able to inspire others and work well in a collective environment’.

40% of the sample size strongly agreed with the statement, while 30% percentage agreed. 27.5% were neutral while, 2.5% disagreed and 0% strongly disagreed respectively. Therefore, suggesting a high response rate to Women are able to inspire others and work well in a collective environment with 70% agreeing with the statement and perhaps suggesting that women work well in collective environments. Architectural projects require teamwork and motivational work, therefore, the inclusion of more women in leadership positions is significant for the industry.

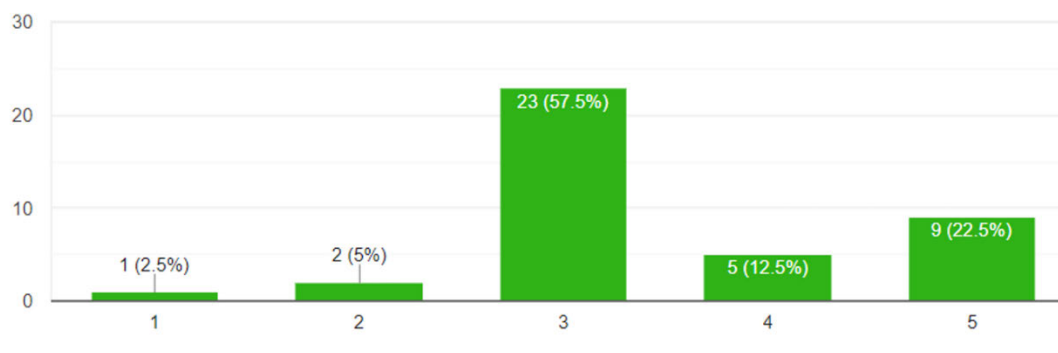


Figure 4.2.14: Response rate to female leaders

14 of the respondents indicated a more positive response to female leaders, while, 23 of the respondents indicated a neutral and 3 respondents indicating a less positive response. Therefore, female leaders do have a higher response rate in some cases while others are more neutral on gender and leaders.

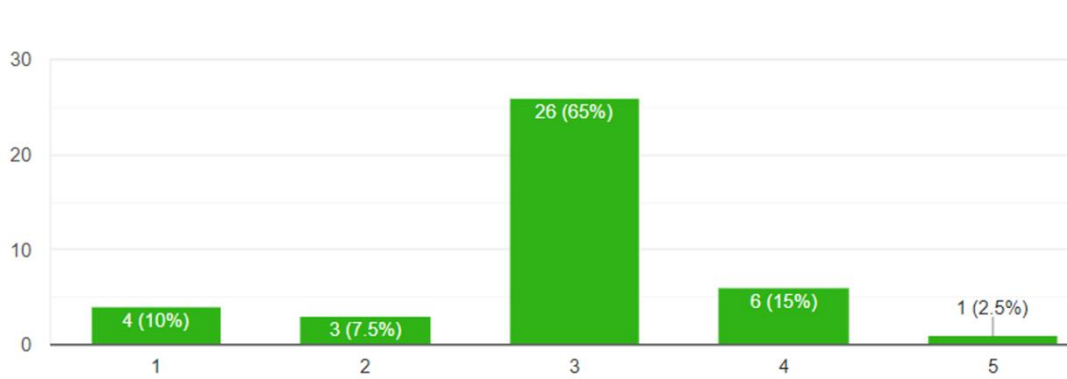


Figure 4.2.15: Response rate to male leaders

7 of the respondents indicated a more positive response to male leaders, while, 26 of the respondents indicated a neutral and 7 respondents indicating a less positive response. Therefore, indicating females had a higher response to leadership than males in this study.

4.2.2 Key Findings

- The majority of the respondents (87.5%) confirmed that **gender imbalances** within the architectural industry exists between men and women.

The following statements presented in connection with women in architecture received the highest response rate from respondents;

- *Women have a strong vision and purpose.*
- *Women have high integrity and are more authentic.*
- *Women have good communication skills and are more approachable.*
- *Women are more positive thinking, open minded and creative.*
- *Women are more in touch with their emotions and display a high level of emotional intelligence.*
- *Women are able to inspire others and work well in a collective environment.*
- In addition, respondents discussed that women in architectural firms contribute by being good innovators and creators, good communicators, and good planner and facilitators.
- Females had a higher response to leadership than males in this study. Though females showed a slightly higher rating in terms of preference, there were also a large number of neutral responses in terms of gender and leadership that was observed in the study.

The aim of the study is to investigate the importance of women in leadership to contribute to the gender balance within leadership within the architectural industry. Therefore, it was important to understand that certain qualities may define a good leader, however, gender does not define a good leader. However, women may bring a different form of leadership into the architectural industry that is yet to be understood.

4.2.3 Reliability Test Results

Construct	Cronbach Alpha Score	Result
Overall	0.8989	Very Good

2- Table 2: Cronbach Alpha Reliability Test Results

The Cronbach alpha reliability test was utilised in this study, the results indicated a coefficient of 0.8989 which indicates a very good and reliable internal consistency.

4.3 Qualitative Data Results and Discussion

The qualitative aspect aimed to gain insight from focus group of 10 women who are in the architectural industry, preferably those who have or had experience in leadership within the architectural industry. The research had a time limit and the other limitations came from factors such as the COVID-19 pandemic and the limited amount of women in the industry. Therefore, there were only 6 respondents.

Qualitative Data		Target sample size:10 Total Respondents: 6
Gender	• Female	6
Age	• 26 to 35 years • 36 to 45 years • 56 years upwards	2 3 1
Marital Status	• Married • Single	3 3
Education	• Tertiary education	6
Job Title	• Architect	6
Work experience	• 10 to 14 years • 15 to 19 years • 20+ years	2 3 1
Positions	• Current Leader • Previously Leader	4 2

3- Table 3: Qualitative Data Demographics

- 100% (6) of respondents were female respectively. The research purposely selected female's respondents in the architectural industry for the qualitative analysis.
- 2 of respondents were between 26-35 years while, 3 were 36-45 years and lastly, 1 respondent 56 years and above respectively.
- 50% (3) of the sample size were married while, 50% (3) were single, respectively.
- 4 respondents are currently in leadership positions while, 2 previously held leadership positions respectively.
- 100% of the sample size were Architects and have tertiary education respectively.
- 2 respondents achieved 10-14 years of experienced while, 3 respondents had 15-19 years of experience and lastly, 1 respondent had more than 20 years of experience respectively. This indicated that respondents had a fair amount of experience in industry.

4.3.1 Theme 1: Gender Imbalances

Architecture is a subcategory of the larger built environment, traditionally known as a male-dominated industry. Research has shown that there has been much focus on women entering male-dominated industries and on the roles of women within leadership revealing a global concern. Major imbalances between male and females and a low retention of qualified women still exist in industries such as architecture (Gilbert, and Walker, 2001).

In South Africa, the national rate of women in architecture is currently 25% indicating that 75% of the industry professionals are male (Sacapsa.com, 2021). According to Barker (2022), in a study of women in executive positions globally, it was concluded that, out of 100 of the largest international architectural organisations, 94 of the organisations did not have female representatives in executive positions. Furthermore, Burns (2012) highlighted that women are underrepresented and underemployed globally and women in architecture represent under 18% in countries such as Canada and the U.S.A. However, countries such as Australia have a higher percentage, it was recognised that 40% of the women in architecture were still students (Burns, 2012). Therefore, indicating that there are major gender imbalances within the architectural industry and a slow growth level for women.

- *The majority of the respondents from the quantitative survey confirmed that gender imbalances within the architectural industry exists.*

All respondents indicated that there are gender imbalances within the architectural industry.

'...yes, men are more likely considered.... (R1)...

'...Yes as a female I feel I like I have to be interviewed and my qualifications more thoroughly checked as opposed to my male counterpart.... (R2)...

'...Yes, women are often not afforded the same equity to project procurement that their male counterparts are given.... (R3)...

'...Yes there is a major imbalance between male and female.... (R4)...

'...Yes there is a limited amount of women and many women have left or went into other careers.... (R5)...

'...Yes, more men seem to be employed more.... (R6)...

Therefore, confirming the imbalances in gender that exists against literature. Respondents added, that women are slowly growing in the field of architecture and are becoming successful in what used to be a "male" dominated environment, however, masses of women are still fighting for career growth and equality. For example R2 indicated;

'...I don't believe in sexual bias. It's discriminatory. We all studied the same qualifications and have to be treated on our merits. (R2)...

- *The quantitative analysis surveys revealed that it is important to treat both male and females as equals. This may be a contributing factor to assist in bringing gender balance.*

Respondents believed that women should be treated as equals and not by gender. Some of the belief systems around the industry contributes to the inequality. Therefore, promoting equality and fairness is a significant factor to take into account in relation to creating balance.

This correlates with Burns (2012) who highlighted that the architectural organisation may form part of an industry cultural system that involves, the power structure and roles of people, the office's dialect and activity patterns, in addition, architectural schools may reflect more masculine experiences that traditionally excludes females. Therefore, the cultural system and certain practices may subconsciously still carry through in industry today. For that reason, it is important to take into account that certain belief systems should be brought to awareness which will contribute to gender balancing once there is a shift in perspective within the given industry.

On the contrary, responded (R6) indicated that;

'...Sometimes women are given opportunities to lead in the background and it depends on the company, where some women are given the opportunity to lead projects. (R6)...

Therefore, indicating that there are organisations that do recognise the need for balance and treat women as equals. For example, the South African national council for the architectural profession (SACAP) has noted the lack of women participants in the architectural profession. Therefore, transformation strategies such as the women in architecture South Africa (WiASA) transformational programme was introduced to support and develop women in the architectural profession (sacapsa.com. 2015).

Respondents further indicated that, women often do not gain experience on all the aspects of the architectural project especially on the technical elements that is traditionally dominated by men. Though, women are well qualified to do so, they still get questioned about their qualifications and abilities. In addition, women remain in the same positions and companies for long periods of time. Therefore, job opportunities become limited and career growth is stifled. Furthermore, leadership positions are limited for females and there are very few women owned practices in South Africa. Women who own businesses struggle to sustain business and there is limited amount of support structures such as funding which further contributes to the industry imbalances.

This correlates with Singha (2018) findings who claimed that in a study published by architect Rosaria Piomelli in 1975 on a New York architectural exhibition, it was concluded that the buildings produced by female architects are no different from male architects. Both men and women can equally present creative and technical work on the architectural projects, resulting in the work actually being gender free. However, the study revealed that at the time, there were only 500 female architects amongst 40 000 architectural professions within the country -U.S.A. Moreover, women tend to remain in low numbers due to men being more valued for architectural work, therefore, men are given more opportunities. Singha, (2018) further highlighted that women who own architectural practices are either in partnership with a male or married to the male architect or work part time on a project base time. Therefore, indicating a lack of female leadership contributing to imbalances. Lastly, the actual work does not require gender and that needs to be acknowledged in order to bring balance.

4.3.2 Theme 2: Leadership Challenges

According to Burns (2012), some of the reasons for women leaving the architectural industry are sexism, the glass ceiling effect, low pay and lack of career growth and work opportunities. Other reasons are long work hours and lack of work/life balance. In a report done by the Royal British institute of architecture (RIBA) in 2003 on why women leave architecture, it was discovered that there are various gender based challenges that contribute to the lack of women in industry (RIBA, 2003). Therefore, indicating that gender challenges hinder women's success in leadership.

The respondents indicated that women experience various challenges that hinder their success in leadership for instance;

'...challenges that women face are institutional mind-sets and lifestyle choices... (R1)...'

'...Women can run projects very successfully. It is only the mind-set of the client and or project team than can hinder this success.... (R3)...'

Architectural leadership requires collaborative work, respondents indicated that the mind-sets of the surrounding people obstruct women's success in leadership. One leader indicated that she needed to continuously prove herself and work to other consultants and clients. Some people did not seem to acknowledge the work and dedication that was laid in the foundation for women to move into leadership roles and those women have earned their right. In addition, the knowledge dispensed by women sometimes goes unheard.

'...there are perceptions and it definitely impacts female leaders because the perception is always that men are "more" capable... (R1)...'

'...I think the perception is that women may not be able to handle the harshness of industry or do not understand the technical aspects to make decisions, hence why they are not easily given opportunities to lead.... (R4)...'

Respondents added that in some cases, women face discrimination in all arenas, for example, clients also question the knowledge of some women who are in architectural leadership

positions based on the stereotype that men are more trusted with architectural work. Therefore, indicating that stereotypes on certain programmed conditions or perceptions pose as major challenges for women in leadership.

In addition, respondents indicated that women may be seen as more emotional, not able to handle the industry and cannot make sound decisions on technical aspects though those decisions are sound but it is often overlooked. Therefore, indicating a constant battle to gain respect and be heard.

For instance, a respondent described a situation that occurred during her early career, where the construction site agent deliberately built a section of the building in his own way and not according to the plan provided by the architect. In addition, the female architect was also the principal agent who leads the project. While, she had went on site to stop the construction process as it was a planned a particular way for a reason, the site agent of the construction company continued to build and ridiculed her decisions on site and often humiliated her as a women through the process. At the time, the architect did not have support from the other team consultants. Eventually the company's director had to be called to site followed by a legal mediation and the section had to be demolished and reconstructed. This caused the client, the construction company and the architect time and money due to lack of respect. Therefore, indicating gender biases can impact projects and women in leadership in a negative manner.

According to Daft and Lane (2018), people who display prejudice behaviours perceive those who are different as insufficient, this perception is formed without a regard for actual facts. In addition, gender serotyping stems from prejudice which is irrational and a negative image associated with a specific grouping of people. For instance, not listening or judging someone based on gender is seen as discrimination. Moreover, a Harvard business review conducted by Heath and Flynn (2014), on women and their voices in leadership, it was discovered that some female leaders find it challenging to get into conversations and that that their voices are ignored. In addition, male managers have noticed that female colleagues sometimes remain silent in harsh conversations. Women were observed as tentative. Some women reported feeling empathy for others when challenged in a verbal conversation while, others felt that being dismissed causes some internal anger which causes them to shut down. The lack of support structures when advocating perspectives can contribute to women not feeling strong enough in speech (Heath and Flynn, 2014).

'...In some cases women are made feel inferior, regardless of qualifications or experience. Which can contribute to lack of self-esteem. Bold women seen as to aggressive and difficult or ungrateful which can contribute to limiting beliefs.... (R4)...'

This can therefore, contribute to women second guessing themselves and their knowledge over time which can lead to limiting beliefs that can be a contributing factor which hinders leadership success.

This correlates with the findings of Heilman (2001) who suggested that the clear divide between genders reflects as gender stereotyping, the perception has a powerful influence on the cognition and behaviour of the effected people. Olakitan (2021) highlighted that a dual stereotype can be the result of gender stereotyping such as fear, lack of confidence and esteem especially for women to obtain leadership positions. For instance, according to Sanchez de Madariaga (2010), some of the obstacles discovered for women architects in the U.K. as concluded in the RIBA study in 2003, were lack of recognition for their work and ideas, loss of hope for their personal capacities which became a vicious cycle that could potentially result in women losing previously acquired skills and de-skilling. Therefore, personal limiting beliefs and fear can be the result of stereotyping or conditioning, hindering women's success in leadership.

'...Women in leadership can be very successful and there has been lots of success stories, however, it depends on the company they work for or the work environments. Many architectural companies are supportive, while there may be hidden elements that needs to be addressed and brought to awareness to enhance support. Barriers such a gender stereotyping which still exists if not in the actual organization, it is with interlinking consultants. Women do get abused and forced to work harder to prove themselves. In some cases their vulnerability gets taken advantage off and there is a lack of support... (R5)...'

'...Sometimes their empathy is used against them in the sense, having to understand it's a man's world and put up with abuse, Some women are forced to stay in companies and put up with abuse due to lack of opportunities, support or lack of knowledge...(R4)...'

Furthermore, a respondent shared an experience that she had encountered on her first job, she had indicated when being interviewed by the company, she was extremely excited to gain experience on some of the projects. The company looked extremely lucrative in terms of projects, growth and support initially which was also promoted in the interview.

After a month of being employed, the company director and senior manager had called a meeting to discuss her performance not being good enough and that her salary needs to be decreased. In addition, she was constantly criticised on her work not being good enough and heard slight undermining remarks. Moreover, she had to work on weekends and long hours to prove herself. In the process she was not being led on the correct processes of how to improve her work. The respondent at the time did not understand what was happening but continued to work to prove herself. Eventually, after a period of time, her salary did not increase, she did not feel like she was growing and the constant critiquing impacted her mental health. She had assumed she may not be wanted in the company if she had been mistreated and her male colleagues were not treated as such. Eventually, she had decided to leave the company due to the assumption she was not good enough, however, the company did not want her to leave. This therefore, created confusion.

Therefore, workplace maltreatment is exceedingly important to acknowledge as a major challenge. For people who stay in unhealthy situations or remain silent about mistreatments and not having a support structure to speak about mistreatments or gain perspectives on situations can contribute to a negative impact on peoples mental health that could limit peoples success. The study revealed that in some cases women get conditioned to believe that male-dominated industries work in a certain manner that overlooks abuse.

'...Lack of respect, women get manipulated into constantly having to prove themselves but never truly get promoted or paid higher. It seems like they get kept in a loop with no real growth....(R4)...

The literature review discussed trauma bonding and the workplace which correlates to the findings. According to Weber (2018), trauma bonding in the work environment can be noticed in various ways. It is noted that this must be witnessed over a period of time and not a once off occurrence. For example, inadequate communication in terms of not being told how to execute specific tasks but being expected to know how to do it or being led incorrectly and being

dismissed or insulted when confronting mistreatment is a form of workplace maltreatment. In addition, in some cases if a narcissist leader is present, an illusion of someone that they are not is presented in the beginning before the abuse starts. A lack of empathy in leadership can prevent knowledge sharing, the encouragement of unhealthy behaviours such as not honouring ones word or making difficult for people to grow if people do not conform (Kirschman, 2022).

In addition, being manipulated into constant hard work for career success but not having any physical growth and constant criticism of work not being good enough even though effort is shown are forms of gas lighting and manipulation that shows in the work environment (Weber, 2018). According to Kickul, (2001) research has indicated that psychological betrayal and contract breach impacts the mental health of subordinates. Negative feelings such as frustration, sadness and unworthiness triggers a range of negative behaviours. This eventually leads to cognitive dissonance that is shown through subordinates being constantly confused and unstable or displaying negative behaviour (Weber, 2018). Traumatic work situations can carry through long after an event has occurred and can pose a challenge to leadership success as people can lose their self-worth and confidence.

Lastly, Eagly (1981) suggested that social theory emphasises that men are expected to be more dominant while, women are expected to be more understanding. In cases, where abuse occurs, the understanding aspect of females can be taken advantage of especially in cases of where organisations are exploit vulnerability. Therefore, posing as a challenge for women in leadership. Work place bullying can show up in covert manners and at times it is difficult to recognise especially in the present situation (Salin, 2003). Therefore, it is important for people to encourage open methods of communications. Trauma bonding is not gender specific, however, in male dominated industries, women can face these challenges due to the ‘macho’ culture. It is significant for organisations to raise awareness on trauma bonding and create implementation strategies.

Respondents further highlighted that women are sometimes forced to adapt and become more aggressive in some situations which can be harmful to a person’s identity and authenticity.

‘....Some women are forced to display more masculine traits in order to fit into male-dominated industries.....(R6)...’

Previous literature showed women who adopted a more masculine approach reached leadership positions more rapidly that proved successful to their male counterparts. Sanchez de Madariaga (2010) highlighted that the traditional architectural stereotype shows in the image of an architect being male or have more masculine tendencies and this may hinder females in leadership particularly. In addition, Burns (2012) suggested that sexism could be viewed as a human construct of perceptions and in some cases male characterises are valued over females, therefore, posing as a challenge for women in leadership. However, in the later years, with the support of policies, females implementing their own styles, skills and attitudes that is achieved through shared experiences, are beginning to become impactful in their organisational environments (Maseko, 2011). Powell (2011) claimed that the combination of both femininity and masculinity (androgynous) in terms of leadership makes a good leader. Therefore, women do not have to change themselves in order to fit in and ways to eliminate traditional thinking in male-dominated industries should be illuminated.

The respondents indicated that a sexist's culture further poses major challenges for leadership. Women are forced to take on lower salaries and work harder to prove themselves.

'...Unequal salary, unreasonable long hours and contracts, lack of work/life balance..... (RI)...

This correlates with Sanchez de Madariaga (2010) who suggested that the sexist culture within traditional architecture may contribute to further challenges for women. For instance, in the RIBA study, barriers such as salaries that are lower than male counterparts, work hours that were higher than those established by law that includes overnight shifts and weekends. In addition, contract agreements that are not transparent that have unreasonable conditions further hinder women's success and growth. According to Caven and Diop (2011), the long work hours follows the traditional 'macho culture' of the built environment. Female architects are forced to sacrifice their career progression in order to achieve balance in their lives. Manley and de Graft-Johnson (2008) highlighted that both men and women are impacted by this element. However, women have more sacrifices to make in terms of family life and having children. Therefore, the idea of long work hours and sacrifice should not be promoted to anyone and a balanced life should be supported.

4.3.3 Theme 3: Leadership Approaches

The respondents pointed out that leadership is an important component in architecture and claimed that empathy, authenticity, honesty, compassion, inclusivity and collaborative approaches contributes to effective leadership in architecture. In addition, respondents indicated that women in architectural leadership who deploy these approaches seem to positively influence the industry. Moreover, key findings from the quantitative analysis suggested that;

- *Females had a higher response to leadership than males in this study.*

Therefore, indicating that there may be a need for the inclusion of more female leaders in the architectural industry. At this point, there is limited research on the leadership approaches women in the architectural industry deploy, therefore, it is significant to reference that there may be a preference to female leaders. The respondents indicated that female leadership approaches are;

'....Transformational, diplomatic, emotionally intelligent, intuitive, and empathetic...(R6)...

'....Open minded, responsible, critical thinking, vision..... (R5)...

'....inventive. Having good Foresight. Discipline. Compassionate..... (R1)...

'....Proactive, Ability to influence and bring about change, Passion, teamwork, and social skills..... (R3)...

In addition, respondent's pointed out that their leadership style involves coaching, teaching and developing subordinates through building relationships and trust. It was suggested that these leadership approaches impact subordinates in a positive manner with outcomes such as maintaining an inspirational work environment through handling people with care and enthusiasm. Moreover, empowering subordinates while, allowing them to take responsibility stimulates employee potential. Furthermore, communication was highlighted as a major factor in leadership. For instance, respondents noted that active listening and responding

appropriately with respect, encouraging people to be expressive and vulnerable in communication while, being assertive is also important.

When asked if female leaders employ a different style to men, the respondents indicated that;

'....Yes. As an inherent nurturer, a females approach is often more sensitive and intuitive which goes a long way in problem solving..... (R1)...

'....yes. Females tend to be more helpful and understanding a person's situation. They tend to apply emotions..... (R3)...

'....Females are generally more empathetic and intuitive, this can be a great advantage in architectural industry. Women who own their authenticity are more likely to be transformational leaders..... (R4)...

The findings correlate with the quantitative analysis key findings;

- *Women have a strong vision and purpose.*
- *Women have high integrity and are more authentic.*
- *Women have good communication skills and are more approachable.*
- *Women are more positive thinking, open minded and creative.*
- *Women are more in touch with their emotions and display a high level of emotional intelligence.*
- *Women are able to inspire others and work well in a collective environment.*

- **Vision and purpose**

The respondents indicated that before the commencement of an architectural project, a strong vision and purpose is established and communicated to the team. In addition, the purpose of creating a vision, informs the planning phase of projects and contributes to employee motivation. Furthermore, establishing a purpose assists in creating more meaningful work.

'....Help employees understand the vision and the end goal..... (R3)...

‘....I maintain a reference to inspirations I try to keep it filled with positive energy we are problem solvers and investors after all..... (R2)...’

According to Criswell, Cartwright and Center for Creative Leadership (2010), a leader with a strong vision and is able to communicate that vision effectively within an organisation is seen as an effective leader in achieving organisation goals. More importantly, through times of crises and change, a leader with a strong vision combined with a dynamic approach, ability to have foresight, ability to navigate through change and originality is seen as a positive component in effective leadership.

According to Zu (2019), leaders driving purpose in the business environment is regarded as an important element for employee’s productivity and credibility within an organisation. For instance, people who have purposeful lives were less prone to illness as discovered by medical professionals. In addition, creating a purpose within projects and organisations contributes to sustainability and long term competitive advantages. Fundamentals such as creating value and feeling valued, ethical and fair practice delivery and serving society contributes positively to organisational success. Therefore, emphasising that female leaders can inspire subordinates through both vision and purpose reflecting in both quantitative and qualitative analysis which is imperative for effective leadership.

- **Authentic, empathetic and emotional intelligence**

The respondents indicated that they naturally employ a more authentic and empathetic style of leadership as they believe that being genuine and understanding with subordinates helps build a positive relationship. In addition, emotional intelligence plays a much larger role than intelligence quotient alone. When combined, the results show in the ability to teach skills through connecting with people.

‘....I try to understand the person’s perspective before I jump to conclusions..... (R2)...’

According to Daft and Lane (2018), traditionally males often perceive the expression of emotions as less business like while, women view this as an authentic part of work as the expressing of emotions comes naturally for more women. Hopkins and O’Neil (2015) suggested that purpose pursued with passion, meaningful relationships and bond establishment

and a leading with the heart is shown in authentic leadership. In addition Kernis (2003) highlighted that authentic leadership allows for people to be themselves instead of being pressured by societal norms. Therefore, fostering a positive organisation climate and a positive development of employees through promoting positive psychological capacities.

According to Hodder (2021) ,empathetic leadership appears to foster relations between people, for instance, leaders that respond to vulnerability in a positive manner while, showing their own vulnerability, fosters trust building with subordinates. Daft and Lane (2018) further elaborated that leaders who are socially aware of others practice empathy through sensing the emotions of others and understanding their perspective are effective leaders. This allows for leaders to push people out of their comfort zone while, maintaining compassion that leads to professional intimacy. This is, therefore, effective in building networks, engaging with diversity that yields positive results.

Emotional intelligence contributes significantly to relationship management, for instance, leaders who display high levels of emotional intelligence are aware of how their own behaviour impacts others, and therefore, treating people with sensitivity and kindness positively impacts employees. Leaders who focus on building relationships with others yields positive results especially in situations like conflict management where resolution is reached rapidly between people who have an emotional connection. Furthermore, Lone and Lone (2018) suggested that leaders who are emotional intelligent have the ability to recognise the pros and cons of emotions which contributes to problem solving. George (2000) elaborated that leaders who utilise emotions in decisions within an organisation are seen to make more effective decisions. Therefore, making this an effective ability for leadership.

- **Communication**

The respondents indicated that women are more approachable in terms of communication.

‘....Active listeners and more vulnerable in communication..... (R4)...’

The respondents indicated that being approachable and communicating openly is an important element in leadership. In addition, listening to understand people is another

important element in leadership. This fosters better decisions and allows for more solution orientated actions.

Active listening, being proactive, authentic and creating an environment that allows for open communication is an integral part of effective leadership (Sunindijo, Hadikusumo and Ogunlana, 2007). Daft and Lane (2018) suggested that good leadership involves open communication across traditional boundaries whereas, a less open line of communication is seen as selective information being shared from the top hierarchical levels down. For instance, an open communication environment is not possible if leaders are unable to listen to subordinates, subordinates perform better when they feel seen and heard. Leaders who break communication boundaries through actively listening and involving subordinates in decision making benefits the organisation and employee output.

According to Daft and Lane (2018), communicating with *Candor* which is referred to an honest expression of a leader's thinking is significant for leadership. This involves being honest, direct and clear about subordinates objectives while, showing respect for others at the same time. Lawler III (2008) highlighted that leaders who encourage an open-door policy for subordinates to speak to them on issues or suggestions have a longer success rate.

Furthermore, integrating Candor and active listening creates a dialogue that enables a common ground to be established, therefore, allowing for people to understand each other and build a relationship on an emotional level (Daft and Lane, 2018). Kohnen (2003) pointed out that charismatic leadership, transformative and other human-orientated leadership traits are mostly communicative. Therefore, suggesting that open communication and being approachable are part of the leadership approaches in women that correlates to the responses of the study.

- **Positive thinking, open minded and creative**

The respondents suggested that being open minded and having a positive attitude fosters creativity in the architectural organisation. In addition, leaders who openly believe in subordinate's ability and are open to creative ideas and diversity allows for innovation to occur on creative projects. Furthermore, allowing people their own processes and treating them as individuals is important.

‘....Bad energy doesn’t harness good results so I believe that only good can come from good..... (R4)...’

‘....My management style is relaxed and planned. If I have a goal plan I do my best to achieve the milestones in a less stressed environment..... (R3)...’

‘....You have to tolerate that some ideas don’t happen in office hours some days are blank days and when energies are good they can more than meet the expectations (R2)...’

‘....People get inspired differently and work differently, as leaders we need to adapt and allow people to process (R5)...’

According to Zhang, Jiang, and Zhang (2019) every human being is creative, however, the creative process determines whether the concepts are translated into a project for innovation to occur as this involves a social and cognitive engagement. In addition, knowledge sharing is essential for the creative process as it helps accomplish team innovation. According to Furst and Reeves (2008), female leaders have the abilities to lead through volatile situations through their ability to be open and allowing others their own processes. Therefore, leaders need a high level of openness and positivity to achieve adequate creative processes.

- **Inspirational others and work well in a collective environment**

The respondents indicated that the ability to inspire others to work in a collective and collaborative manner is important for architectural organisations. Some of the ways the female leaders inspire their subordinates are through allowing flexibility and setting reasonable deadlines, giving honest feedback while, allowing people the opportunity to grow and creating environments that reinforce teamwork, knowledge sharing and teaching.

‘....I allow people flexibility but at the same time set reasonable deadlines. People usually meet those deadlines when they feel inspired. Creating a safe space for communication and expression is important. (R4)...’

‘....I offer employee rewards, share positive feedback at different stages of work, Allow honest criticism ...(R1)...’

'...Leading through example, teaching and inspiring...(R5) ...'

This correlates with Burke (2004) who suggested that the manner in which the leader inspires subordinates is what determines success or failure. Good leadership builds employee confidence that inspires productivity. Zhang, Jiang and Zhang (2019) highlighted that inspirational motivation, leading through example and intellectual stimulation forms part of transformational leadership that contributes to maintaining employee motivation. Rosener (1990) elaborated that female leaders tend to engage groups of people through a shared vision and goals while, encouraging participation and knowledge sharing. This is seen as transformational in organisations. Therefore, indicating that women have the ability to keep subordinates motivated and inspired.

4.3.4 Theme 4: Influence on the Architectural Industry

Construction projects involves a large collective of professionals to team up in order to effectively complete a project. These professionals include, quantity surveyors, engineers and architects. The architect is usually the key leader of these projects specifically in the initiation phase then through to the final stages of construction. The management and collaboration with various people and organisations requires the leader to be fully competent to see through a successful project (Kasapoğlu, 2014).

According to Kasapoğlu (2018), a laissez-faire leadership style will be extremely ineffective on a construction project as this results in poor efficiency and undermines subordinate wellbeing. In addition, an abusive leadership style that involves blaming, intimidation, manipulation, exploitive, restrictive and hostility in a verbal or non-verbal manner contributes to project failure especially in team work environments. The project team, requires effective communication, problem solving attitudes, innovative thinking and collective collaboration, knowledge sharing and instinct motivation (Kasapoğlu, 2018).

According to Tobias (2019), for the architectural to be successful, it is important for the leader to have interpersonal skills as they work closely with the client and other professionals. In addition, the planning and design phase contributes to the technical drawings that is linked to the construction of the building and understanding the clients brief is integral for the building.

On a knowledge level, it is important for architects to maintain their knowledge on codes and regulations, construction innovation and technologies which requires continuous research and development and sharing knowledge with team members.

The respondents indicated that ensuring the team is efficient to provide the full scope of services is important for the architectural project. The focus on leading people is highly important in this line of work. In addition, continuous research and development is important for the architectural leader and subordinates, therefore, fostering skills development is integral in an architectural organisation. Leading in the architectural environment requires people orientated skills, a culture that encourages inclusion and authenticity and keeping subordinates motivated is important for successful outcomes. In addition, one respondent indicated that spending time coaching and motivating people to complete tasks is a large aspect of her work. Moreover, authentic communication, transparency and ensuring that subordinates are well equipped to take on challenges are extremely important to the architectural project. Leading through example and teaching creates synergy in an organisation. Furthermore, respondents indicated that in order to stimulate creativity, it is important to allow subordinates their own processes, sometimes this means responding at all hours.

‘...I practice a coach style and participative style in order to ensure projects are completed... (R1)...’

‘...Women can bring a sense of reality as a mother and wife and sister to a project. We have a unique perspective for the empathy and can design to manage this... (R2)...’

This correlates with Kasapoğlu (2018) who suggested that the purpose of an architectural leader is to create an environment that illustrates certain values such as culture, function and belief that provides investment to the purpose of the built form. In addition, the leadership style of the architect impacts the performance of the building project, therefore, it is important for the team to led in a productive manner (Kasapoğlu, 2014).

According to Giritli et al. (2013), coaching style leadership allows for subordinates to take responsibility and complete tasks in their own manner, in addition, the identification of strengths and weaknesses can be identified if people are guided and allowed to inform their own processes, therefore, improving performance.

Respondents indicated that participating and having a more democratic approach through including everyone is important for teamwork environments. Leaders who participate, are more involved and have a more democratic approach, rewards employees, generates correct guidance and develops emotional bonds are seen to perform well in the architectural environment (Giritli et al. 2013). A participative type of leadership is collaborative, where the leader collaborates with subordinates on tasks and includes subordinates in decision making. Group discussions and group orientation is encouraged by a participative leader similar to the Hersey and Blanchard model which includes coaching and supporting (Daft and Lane, 2018).

The respondents indicated that supporting people creates a stability within organisations. Leaders that are supportive by nature have a concern for subordinates well-being and personal development. A leader creates an environment that enables equality and a friendly open nature that is similar to people orientated leadership (Daft and Lane, 2018).

Supporting, participating and coaching are some of the attributes of transformational leadership (Zhang, Jiang and Zhang, 2019). Transformational leadership, can promote idea generation which can inform the creative process and develop teams. In addition, inspiring through motivating, knowledge exchange, encouragement, developing people to reach their full potential across all levels contributes to concept development (Zhang, Jiang and Zhang, 2019).

'....creating a safe space for creative people to be their authentic selves will enhance the creative process. People get inspired differently and work differently, as leaders we need to adapt and allow people to process and well as assert efficiency (R5)...

Respondents indicated that creating a safe space for subordinates to be themselves and be accepted is integral for the creative process in architecture. DuBrin (2013) claimed that it is important for leaders to create a vision that is communal, that involves the encouragement of imaginative thinking, allows spaces for imaginative thinking to occur, empowers individuals to learn, share and improve and encourage systems thinking's. Therefore, supporting creative processing.

'....Yes if more women are given the full opportunity to lead projects from start to finish, they would be able to show a more transformational approach. For the creative process, women

can inspire people in a more positive manner and on a management side, transparency and ensuring efficiency and taking responsibility is integral for the architectural project... (R4) ...

'....Diversification is important for architectural industry, gender, age and culture, this contributes to broadening horizons which leads to innovation... (R6) ...'

The respondents indicated that if more women are included in leadership positions and supported in those positions, a positive impact on the business environment may be the result, such as diverse perspectives in decision making, breaking stereotypes through setting examples and showing equality in leadership. By encouraging more women to take on decision making positions may eliminate traditional systems in leadership. Businesses could gain a competitive advantage when including diversity in the decision making processes. In industries such as architecture where, few women are currently leading, a new way of doing things could create a shift in the industry that could result positive change.

This correlates with Hosey (2022) who claimed that various studies reveal that the inclusion of more women in leadership could contribute to improving organisations in the triple bottom line of economic, social and environmental impact. For instance, women are more likely to support environmental causes such as voting, sustainability, and activism. Miceli et al. (2018) pointed out that the disclosure of climate change information is more likely to be disclosed by female board members. For instance, a study conducted in China over an 8 year period on 100 organisations, it was concluded that female owned businesses are more involved in environmental issues.

The respondents indicated that women in architectural leadership contribute positively to social impacts through empathetic leadership. For instance, Hosey (2019) claimed that research has revealed that more females in leadership, improves the higher psychological safety and better employee relationships. This may be due to the empathetic way of leadership. In addition Miceli et al. (2018) highlighted that in a study conducted on women in business leadership, it was established that women positively contributed to corporate social responsibility, ethical conduct and fair practices in human resources such as equal pay. This may be due to relationship orientated approaches.

Respondents indicated that it is detrimental for women to gain more support and encouragement for business as this may contribute to supporting equality. Hosey (2019) claimed that females in senior leadership positions contributed to greater financial stability within an organisation due to less risks taking and sustainable financial decisions. Miceli et al. (2018) further highlighted that the women in business leadership study revealed that companies with a diverse and equal board had stronger strategic directions and earnings.

The study, highlighted various ways that women in architectural leadership contribute to the industry, it was further emphasised that organisations that have diversity double their potential for innovation and creativity (Hosey, 2019). Creativity, coloration, sustainability and innovation are important factors that contribute to the success of the architectural industry. In addition, engaging and encouraging open communication while, being receptive is important for the industry and leadership. Therefore, the influence of women in the architectural profession can be highly positive and important.

4.3.5 Key Findings

The study indicated that the architectural industry demonstrates major gender imbalances, therefore, indicating a need for change. Some of the reasons behind the lack of the women in industry is due to traditional and cultural systems, therefore, it is important for the inclusion of women in leadership.

The findings further indicated that women in leadership, face challenges in terms of career growth within the industry. Gender stereotyping, unequal pay, forms of abuse, their own belief system, lack of work/life balance and lack of opportunities are some of the factors that hinders the success of women in leadership. Therefore, it is important to bring those factors to awareness before incorporating transformational strategies.

In addition, it was concluded that women in architectural leadership lead subordinates in a more participative, supportive and inclusive manner which impacts architectural projects in a positive manner. The understanding, leading and teaching of subordinates contributes positively to the creative process. In addition, being vulnerable and allowing employees to be themselves and express themselves in an authentic manner is imperative for creative and

teamwork environments. Furthermore, women focus on relationship building that is seen to contribute positively to the architectural environment, due to the teamwork involved.

Two main leadership approaches that women in architectural leadership employ were discovered in this study which is; Transformational, Authentic and with key empathetic abilities and emotional intelligence.

According to Zhang, Jiang and Zhang, (2019), transformational leadership can be connected to the enhancement of creativity and innovation in organisations, collectives and individuals. In addition, Shafique (2020) suggested that transformational leaders lead by setting examples, encourage people to share their ideas and treats subordinates as individuals and equally. Authentic leadership poses high moral and ethical practices that goes beyond the leader's personal interest. The building of trust is capitalised which motivates employees to accomplish tasks especially during challenging times. In the built environment, this type of leadership is effective due to the high volumes of team work and challenges that requires transparency, integrity, purpose and self-discipline (Toor and Ofori, 2008). In addition, people need support structures and need to feel supported through challenges. Therefore, indicating that the inclusion of women in leadership may be important for industry success and transformation.

According to Daft and Lane (2018), emotionally intelligent leaders, develop and assists employees in learning and growing while, creating a sense of meaning and purpose, instilling unity and team spirit. This falls part of relationship building through leading with empathy. This reinforces subordinates stability to take on challenges and contributes to organisational success. Therefore, further elaborating an importance of women in leadership in the architectural industry.

4.4 Chapter Summary

The aim of this study was to provide research on the importance of women in architectural leadership to support the inclusion of more women in architectural leadership. This author believes that this may contribute to creating a more gender balanced industry. Results were discussed in a descriptive and thematic manner utilising a mixed method research approach. The findings indicated that gender imbalances exist between males and females within the architectural industry. In addition, some of the challenges that women face are mainly gender

based challenges that was confirmed by previous literature. The highlight of the challenges is to raise awareness on trauma bonding and lack of empathy in leadership which can contribute to organisational failure and deteriorate people's mental health. Furthermore, the study indicated that women in the architectural industry lead with empathy and deploy a transformational and authentic type of leadership that is significant for the architectural industry. However, this does not mean that men do not deploy these leadership abilities. The study aimed to highlight the qualities that the marginalised group display in order to reinforce the need for balance. In addition, it was recognised that architectural work does not require gender and women should be recognised as equals. Empathy and emotional intelligence are substantial abilities that leaders in all industries require for effective leadership in the modern organisation. Employees in the architectural industry require intrinsic motivation in order to enhance creativity, contribute to innovation that positively impacts projects. This can come from building emotional bonds that can be achieved through having empathy and being vulnerable. Leaders that have effective people-orientated skills have a more transformational approach. The study revealed that women employ both transformational and authentic leadership approaches with key empathetic abilities which stems from emotional intelligence. The next chapter will discuss the conclusions of recommendations for the study.

CHAPTER FIVE

CONCLUSION AND RECCOMENDATIONS

5.1 Introduction

Chapter five presents the conclusion and recommendations of the study. The study aimed to investigate the importance of women in leadership in the architectural industry through an architectural organisation in KwaZulu-Natal. In order to pursue research, the study emphasised on investigating the gender imbalances in the architectural industry, the challenges women in leadership face that hinders their success, identifying the leadership styles employed by women in the architectural industry and their influence on the architectural industry and provide recommendations for the inclusion of more women in the architectural industry. The literature review emphasised on gender imbalances in built environment and architectural industry, leadership theory, women in leadership and leadership.

A mixed method research approach was utilised for the study ,40 participants was the selected target size for the quantitative survey from the architectural profession that consisted of both genders who were conveniently sampled in a purposeful manner while, 10 participants was the selected target size for the qualitative interviews that was sampled in the same manner. The survey received 40 respondents while, the interviews received 6 responses. In total 46/50 of the total sample size was achieved. The data collection involved a concurrent procedure. The survey was analysed in a descriptive manner and the interviews was analysed thematically.

The key findings were presented and analysed followed by the research objectives and research implications. Lastly, the recommendations for future studies are discussed. The chapter concludes with the chapter summary that indicates whether the research problem was solved.

5.2 Summary of Findings

5.2.1 Objective 1: To Identify the Gender Imbalances in the Architectural Industry

The first object was to investigate the gender imbalances within the architectural industry. The literature review noted a major imbalance between males and females within previously male-dominated industries which the architectural industry is part of. In addition, the architectural industry, displayed a national scale of just 25% of female representatives while, the provincial scale presented around 20% of female representatives. These imbalances informed the initiation of this study and results from the study further confirmed the gender imbalances.

The study further investigated why such imbalances exist, it was concluded that many women fail to maintain their positions within the industry due to certain gender based challenges. In addition, the imbalances with gender in the architectural industry remains a concern on a national and an international level. Burns (2012) highlighted that the architectural organisation may form part of a cultural system and this cultural system may have gender based stereotypes that embody more masculine roles that influences the exclusion of women. Respondents elaborated that women are slowly growing within the industry but there are many challenges that hinder their success such as gender stereotyping and perceptions. Respondents believed that women should be treated as equals and not by gender. It is suggested that both men and women should be treated as equals in all careers especially in traditionally male-dominated industries. People that have the same professional qualifications and should be treated on merit. Therefore, indicating that the marginalised grouping of people such as women require additional support in order to sustain their positions.

5.2.2 Objective 2: To Investigate the Challenges for Women in Leadership

The challenges and barriers that hindered women's success in leadership posed serious impediments to the advancement of women that contributes to the lack of women in architecture and further to the lack of women in leadership. Some of these challenges discovered were gender stereotyping and discrimination such as lack of recognition, lack of opportunities to gain experience or gain business, low salaries, self-limiting belief systems that was created through industry experience or societal beliefs, leaders that lack empathy, workplace bullying and trauma bonding, institutional mind-sets and lastly, lack of work/life

balance was discovered. In addition, a need for more informed support structures are required. Some of the challenges, contributed to frustration for many women in industry, therefore, resulting in many women leaving. Moreover, the respondents indicated that if more women are given opportunities to lead, the industry may see positive changes and the breaking of traditional barriers in leadership. It was therefore, significant for the architectural community to find ways to address the challenges to include more women in architecture. Research on lived experiences of women in the architectural industry should be included to support transformational programmes within the industry.

5.2.3 Objective 3: To Recognise the Leadership Styles Employed by Women in the Architectural Industry and their Importance

The research findings discovered that women employ a more transformational and authentic style of leadership in order to keep subordinates motivated. These leadership styles are important for the architectural industry. Empathy and emotional connection are key factors that women utilise when leading. Interpersonal skills and building relationships seems to be the success factor in leadership. In addition, communication and the manner in which communication happens is very important. The respondents indicated that active listening and responding effectively without assumptions creates a dialogue that positively contributes to connecting with individuals. The findings indicated that women promote a vision and purpose, are more authentic, reinforce positive thinking and are more open minded, display emotions and incorporate emotional intelligence which inspires others in collective settings. This was further reinforced by discovering that women utilise a more vulnerable approach that softens the hardness of the male-dominated industry. In addition, the findings indicate that it is important for women to embrace their femininity and adapt a more balanced approach which seems to contribute positively to interpersonal skills. These approaches are important for architectural leaders as literature confirmed that architectural industry requires more transformational leadership styles. Therefore, indicating that the inclusion of more women could contribute to industry transformation in a positive manner.

5.2.4 Objective 4: To Assess how their Leadership Styles Influence the Architectural Industry

The study revealed that female leaders utilise employee relationship building and emotional connections as a key strategy to ensure the team is efficient to provide the full scope of services on the architectural project. In addition, creating a culture that encourages inclusion and authenticity stimulates motivation which is important for successful outcomes on projects. Furthermore, authentically communicating and transparency ensures that subordinates are well equipped to take on challenges in the architectural project is significant for leaders. Therefore, employing more participative leadership styles becomes imperative. Moreover, creativity is stimulated through, engaging and allowing subordinates their own processes while, inspiring, teaching and knowledge sharing which contributes to innovation was noted in the study. Architectural projects have both a creative and technical aspect, therefore, the management of employees on both processes is important.

DuBrin (2013) recommended that leaders who encourage subordinates to share their ideas and tools and resources in order to promote innovation, works effectively when dealing with creative people. Likewise, participating, supporting and coaching subordinates are other key factors utilised by women in architecture. The findings correlate Daft and Lane (2018) who asserted that leaders who are more involved promote accountability for the performance, morale and emotional well-being of employees. Furthermore, giving honest feedback and proposing clear directions provides subordinates with more opportunities to learn and grow. To conclude, the building profession requires more transformational leaders due to the large teams involved which requires inspirational motivation (Chan and Chan, 2005). Therefore, reinforcing that women in architectural leadership may influence the industry positively.

5.3 Research Implications

The outcome of this study focused on the importance of women in leadership in the architectural industry, in order to carefully investigate, the reasons behind the lack of women in leadership needed to be reviewed, therefore, their importance can be highlighted. Some of the challenges highlighted further correlated with literature and the study found that both genders matter in terms of leadership, however, the marginalised groups such as women in male-dominated industries required more frameworks to encourage inclusion and diversity.

Though mainstream research encourages more females into leadership positions, the statistics are far below what has been promoted. Therefore, it was important to highlight the challenges women are accosted to that hinders their success and investigate their unique leadership styles to support the inclusion without discrediting men. The author points out questions on the actual growth of women in architectural leadership and that the progress seems to be very slow, therefore, recommendations as a result of findings was made.

5.4 Recommendations for Current Study

5.4.1 Objective 5: To Provide Recommendations for the Inclusion of More Women in the Architectural Industry

Women in architecture are currently underrepresented in the profession and women in architectural leadership is additionally infrequent (Hosey, 2019). The challenges highlighted in the study such as gender stereotyping, discrimination, inadequate work opportunities, lack of support structures and abusive situations amongst others, hinder the success of women in architecture. In addition, these challenges are contributing factors to why women leave architecture or fail to maintain their current positions. The study further investigated the leadership styles employed by women to further support the inclusion of the marginalized population. Therefore, the following recommendations were made;

- It is recommended that more research to be conducted detailing the challenges that women in architecture face based on lived experiences. Through more data collection, programmes and frameworks can be enhanced in order to alleviate those challenges.
- It is recommended that men in the architectural industry to assist women in the profession when challenged with gender stereotyping. For instance, if a female colleague is being mistreated due to gender stereotyping by other consultants, male architectural colleagues can assist in standing by her and setting an example to treat women equally. This will build on the support structure for women.
- It is suggested that the architectural project or physical work to be highlighted as work that can be done by all architectural professionals regardless of gender as the output

would be the same. Both women and men have the same qualifications and skills and should be treated equally.

- Architectural support structures such as the national and local boards can encourage more women to own businesses which will provide for opportunities for them to lead and practice. This will assist the industry in recognising the positive impact women in leadership. This can come from creating platforms and social gathering for women to engage. Current female leaders or business owners should encourage and empower other women, mentor women, share ideas and experiences, create social networks and encourage inclusion and shared business opportunities. The built environment is one of the major economy builders in the country, therefore, work opportunities are abundant and shared workload is encouraged through consortiums, therefore, alleviating a need for competition.
- Breaking the glass ceiling can be complex affair and requires more action based approaches. Organisations, employers, colleagues and women themselves are imperative members in breaking down the barriers that hinder success for women. Addressing the invisible layers rather than denying them will inevitably address equality. Therefore, awareness is firstly important then action can be taken.
- Employers can provide more action based gender balancing strategies such as reviewing ways to change and transform organisational cultures that allows for more inclusion and non-gendered cultures. This is important in male-dominated organisations. Facilities that encourage mentoring programmes on an individual basis rather than a generalised population basis may encourage more women to feel inspired (Rana et al., 2013). In addition, encouraging people to own their individuality through creating spaces that encourages acceptance and vulnerability are vital factors for change.
- Skills and training on social and emotional skills will assist in breaking some barriers. Organisations could provide incentives to women and men who encourage equality base procedures through actions. For instance, a male colleague could encourage a

women to learn golf and include her in gatherings for business networking. National boards could reward action based strategies with points.

- Sadie (2005) refers to a notion referred to as a dual shift for women who work to attain a leadership position while, having the additional responsibilities such as family responsibilities and childcare. Women should, therefore, be encouraged to take certain risks to alleviate her own fears and not have to choose between family and work. This means taking on challenges such as applying for higher positions and asserting herself more boldly to gain certain experiences. A balance between work and life should be encouraged for all people in all positions not just women as everyone has families and social lives. Furthermore, people should not have to work hard constantly to prove themselves when acknowledgement and healthy balances can be encouraged.
- Hosey (2019) highlighted that the architectural profession linked to long work hours and lack of work life balance shows dissatisfaction to all employees. The profession has so much more positive traits than long work hours. Improving the perception of the profession, through incorporating leadership practices that encourages balance. For instance, supporting more diverse environments and the inclusion of everyone may contribute to a more positive perception of the industry. Ensuring that the work itself is not promoted as hard work instead working with love and passion. The term hard can mean struggle, and not many people would choose struggle. Long hours does not necessarily mean good work, with the right type of motivation, guidelines and reasonable deadlines, the architectural project is achievable without undesirable hours. Creating emotional bonds will assist leaders in understanding how variously people work and treat people as individuals which will make people feel valued thus improving work performance.
- Empathy is seen as a positive trait in leadership and a positive human quality. However, there are situations where empathetic leaders can be exploited. Therefore, it is imperative to have boundaries and use discernment to determine the degrees of exploitation. According to Glover (2021), personal boundaries for all leaders are important but more importantly for empathetic leaders to sustain effective leadership. As people become more in touch with their feelings, a loss of personal values and

opinions is observed. Therefore, it is important to maintain balance and be assertive when exploitation is observed. At the same time, it is important to not make assumptions about exploitation or people, therefore, communication and amicable solutions should be encouraged.

- The study indicated trauma bonding within a work environment and abusive leadership. It is important for people to acknowledge and review more research on this topic. For instance, leaders should encourage people to address their concerns through communication with candor and creating spaces for people to speak vulnerably without judgement while, a providing a fair trial to all parties involved.

In terms of abusive leaders, with reference to the literature review. The author points out that a mirage is created by the person displaying all the qualities we look for in leadership and then overtime we observe organisational problems which could potentially lead to failure and additionally impose negative effects on people's mental health. Therefore, it is important for people to acknowledge what abusive situations are, rumour spreading, gas lighting, dismissive behaviour, blaming shifting and lack of problem solving, vindictive behaviours, lack of active listening and sabotage are such factors that needs to be addressed in leadership. The literature correspondingly highlighted that women are more prone to abusive situations, however, males could also experience abuse. Therefore, this is not limited to women. Though more research is required on lived experiences, it makes the author question if narcissistic leadership or lack of empathy exists in male-dominated industries and therefore, incorporating more empathetic leadership, may transform the environment. Furthermore, sharing knowledge on trauma bonding and cognitive dissonance is significant for people to raise awareness.

- **Changing habitual thinking to break barriers**

As discussed in the study, conditional thinking and silo mentality can contribute to gender stereotyping and discriminatory acts for instance. In many cases, it may not come from an intention to harm other, but the action can cause harm. For women, perhaps certain sex-role orientations, having certain belief systems that hinder growth or changing who they are in order to fit in could result in women resisting certain roles.

Habitual thinking, past traumas, societal conditioning, and cultural conditioning can be present in all humans. This can hinder people's growth in developing an open mind and rising to success. Therefore, leaders that can reflect and process things is important for growth. Leaders with self-awareness can inspire others to grow. In addition, open mindedness, dynamic thinking, creativity, problem solving and peace making is important for modern leadership. The literature review discussed Theory U as a gateway for leaders and subordinates to raise self-awareness through shifting ones perspective.

Organisational results can be affected immensely when changes perspectives occur about specific situations. This is, therefore, a powerful tool to ultimately drive change. When people in an organisation incorporate shared mental models, it allows for collaborative engagement through shared visions, ability to solve problems and manage change effectively as actions are forged through team work to gain desired results. Communicating vulnerably and authentically is a key element when identifying habitual thinking, then a shift in perspective can happen. Therefore, the process of shifting mental models to drive change is significant (Scharmer, 2016). It is recommended that organisations to share more leadership programmes that encourage self-awareness.

5.5 Recommendations for Future Research

- This study only researched a small group of professionals, therefore, a similar study should be conducted on a national scale in South Africa in order to compare the results.
- In addition, quantitative research should be done on women who run architectural practices or women who are in senior leadership positions to gain data on the statistics in order to further support women in architectural leadership.
- Much focus is done on one gender and in leadership positions, the author proposes that more research should be done on men in leadership positions to understand what challenges men face.

5.6 Chapter Summary

The study proposed to investigate the importance of women in leadership in the architectural industry. In order to assess the importance of women in leaderships certain factors needed to be reviews such as the gender imbalances and the challenges. The research indicated that the challenges that women in architectural leadership face are both local and global challenges. Some of the challenges should be addressed through investigating lived experiences. This will inform a richer body of research to address transformation. There is limited research on the architectural industry and leadership and why the inequalities in gender still exist, therefore, it is imperative to suggest more research to be done to help raise awareness and empower the industry.

The leadership approaches that women in architectural leadership and their influence on the industry was discussed. It was confirmed that women employ a more authentic and transformational style of leadership which may be best suited for the industry. In addition, factors such as communication, open minded thinking and active listening are some of the positive traits that women in architecture deploy which is important for the architectural industry as this inspires creativity and innovation while, ensuring the projects are achieved effectively. Therefore, addressing the importance of women in leadership. Lastly, recommendations were made to address imbalances and support the inclusion of more women.

These recommendations initiated from the challenges discussed. It was highlighted that self-awareness, a change in perspective and showing more vulnerability in the sense of communicating more openly about factors such as the glass ceiling effect instead of denying it would be a good initial strategy to incorporate change. Furthermore, ways to address them will be discovered through that process which can alleviate some of the challenges that women face. It was noted that architectural work is not gender specific and should be highlighted, therefore, treating women as equals is important. A change in perspective is first required before change can be made. The aim of the study was to investigate the importance women leadership in order to create a balance and promote equality. The research objectives for this study was attained.

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APPENDIX 1: ETHICAL CLEARANCE APPROVAL



07 February 2022

Luresha Sasha Naidoo (220063849)
Graduate School of Business & Leadership
Westville Campus

Dear LS Naidoo,

Protocol reference number: HSSREC/00003358/2021
Project title: Investigating the importance of women in leadership: case of an architectural organisation in KwaZulu-Natal
Degree : Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 28 October 2021 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has 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.

This approval is valid until 01 February 2023.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/ms

Humanities & Social Sciences Research Ethics Committee
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Tel: +27 31 260 8350 / 4557 / 3587
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

INSPIRING GREATNESS

APPENDIX 2: INFORMED CONSENT LETTER

Informed Consent Letter 3C



Master of Business Administration (MBA) Research Project

Researcher: Luresha S Naidoo (031 260 8943)

Supervisor: Dr B.Z. Chummun (031 260 8943)

Research Office: Ms C.F Gama (031 260 7549)

Dear Respondent,

I Luresha Sasha Naidoo student no. 220063849 an MBA (Master of Business Administration), at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal (UKZN), invite you to participate in a research project entitled “Investigating the importance of women in leadership: case of an architectural organisation in KwaZulu-Natal.”

Through your participation I hope to understand the importance of women in leadership in the architectural industry. The results of the study are intended to be used for compilation of my dissertation as a requirement to achieve a Master of Business Administration and used for academic purposes only. Your participation in this project is completely 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 the study. Confidentiality and anonymity of records identifying you as a participant and that may lead to your traceability is not required for this research. All the completed surveys and questionnaires will be maintained by the Graduate School of Business and Leadership, UKZN. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor. The survey and questionnaire should take a few minutes of your time. I would like to show appreciation and thank you in advance for your interest, time and support for participating in this study.

Yours sincerely

Luresha S Naidoo

Date:



Master of Business Administration (MBA) Research Project

Researcher: Luresha S Naidoo (031 260 8943)

Supervisor: Dr B.Z. Chummun (031 260 8943)

Research Office: Ms C.F Gama (031 260 7549)

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.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

APPENDIX 3: SURVEY AND QUESTIONNAIRE

Quantitative research- Survey

<p>Age</p> <ul style="list-style-type: none"> • 18 to 25 years • 26 to 35 years • 36 to 45 years • 46 to 55 years • 56 years upwards 	<p>Gender</p> <ul style="list-style-type: none"> • Female • Male
<p>Marital Status</p> <ul style="list-style-type: none"> • Married • Single • Divorced • Widowed 	<p>Ethnicity</p> <ul style="list-style-type: none"> • Black • White • Coloured • Indian/Asian • Other:
<p>Job Title</p> <ul style="list-style-type: none"> • Architect • Senior Architectural Technologist • Architectural Technologist • Draughtsmen • Financial Administrator • Receptionist / Office Administrator Other: 	
<p>Employment Status</p> <ul style="list-style-type: none"> • Employed for salary • Self-employed • Out of work and looking for work • Out of work but not currently looking for work • A homemaker • A student • Retired • Unable to work 	<p>Work experience</p> <ul style="list-style-type: none"> • < a year • 1 to 2 years • 3 to 5 years • 6 to 9 years • 10 to 14 years • 15 to 19 years • 20 to 24 years • >25+ years

Kindly, rate and respond to the following statements given below.

1. 'There is a balance between male and female leaders in the architectural industry'.

Strongly Agree

Agree

Disagree

Strongly disagree

2. 'There are differences between female leaders and male leaders in relation to how they to their subordinates or colleagues'.

Strongly Agree

Agree

Disagree

Strongly disagree

5.' Gender makes a difference when it comes to being effective and efficient in the architectural profession'.

Strongly Agree

Agree

Disagree

Strongly disagree

3. Which of the following best describes women in the architectural industry? (Pick 3)

A good innovator and creator

A good mentor and motivator

A good planner and facilitator

A good director and delegator

A good communicator (easy to communicate with)

A good participator and team player

A good decision maker

4. How would you rate the following qualities in relation to women in the architectural industry?

4.1. 'Women have a strong vision and purpose'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.2. 'Women display technical excellence and motivation skills'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.3. 'Women have strong integrity and are more authentic'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.4. 'Women have good communication and are more approachable'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.5. 'Women are more action orientated, solution orientated and take responsibility'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.6.'Women are more positive thinking, open minded and creative'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.7.'Women are more vulnerable and display reflective thinking'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.8.'Women are more in touch with their emotions and display a high level of emotional intelligence'.

Strongly Agree

Agree

Disagree

Strongly disagree

4.9.'Women are able to inspire others and work well in a collective environment'.

Strongly Agree

Agree

Disagree

Strongly disagree

5. I respond more positively to female leaders

Strongly Agree

Agree

Disagree

Strongly disagree

6. I respond more positively to male leaders

Strongly Agree

Agree

Disagree

Strongly disagree

Qualitative research- Questionnaire

<p>Age</p> <ul style="list-style-type: none"> • 18 to 25 years • 26 to 35 years • 36 to 45 years • 46 to 55 years • 56 years upwards 	<p>Gender</p> <ul style="list-style-type: none"> • Female • Male
<p>Marital Status</p> <ul style="list-style-type: none"> • Married • Single • Divorced • Widowed 	<p>Ethnicity</p> <ul style="list-style-type: none"> • Black • White • Coloured • Indian/Asian • Other:
<p>Job Title</p> <ul style="list-style-type: none"> • Architect • Senior Architectural Technologist • Architectural Technologist • Draughtsmen • Financial Administrator • Receptionist / Office Administrator Other: 	
<p>Employment Status</p> <ul style="list-style-type: none"> • Employed for salary • Self-employed • Out of work and looking for work • Out of work but not currently looking for work • A homemaker • A student • Retired • Unable to work 	<p>Work experience</p> <ul style="list-style-type: none"> • < a year • 1 to 2 years • 3 to 5 years • 6 to 9 years • 10 to 14 years • 15 to 19 years • 20 to 24 years • >25+ years

1. From your personal experience in the architectural industry, do you observe any gender imbalances? Kindly, motivate if possible.
2. What would be your opinion be on the position of women in architecture today?
3. How successful do you think women in leadership positions within an organisation or an architectural project are? Are there any barriers that hinder their success or development into these positions?
4. What would you consider to be some of the main challenges that women in the architectural industry experience in terms of career growth?
5. Are there any perceptions that exist within architectural organisations in relation to gender stereotyping between male and female leaders, and do you perhaps think this impacts leadership?
6. What are the expectations of women in leadership in the architectural industry?
7. What terms would you use to define a good leader?
8. From the terms that you have just mentioned, which of them do you think that would align most with you?
9. How would you describe your role, as a women in the architectural industry, in shaping discussions about women in architecture?

10. Do you think that female leaders in the architectural field deploy a different style of leadership from male leaders?

11. Just from your observation and experience, do you think that women in leadership positions critical decision makers within organisations or architectural projects?

12. How would you describe your interactions with subordinates and colleagues? Kindly, motivate if possible.

13. What do you consider to be the impact of your leadership styles as a female within an architectural organisation and the architectural project?

14. What leadership styles do you think works best in an architectural organisation?

15. What motivates your work in relation to being part of an architectural project?

16. How do you manage an architectural project in relation to leading the creative process and the managerial process?

17. Do you think women can positively impact both the creative process and leading the full scope of works of an architectural project? Kindly, Motivate if possible.

18. What are your perceptions about leading people who are involved in creative work being led in a different way compared to people who are involved in less creative work?

19. How do you motivate subordinates or team members to complete architectural projects from initiation to completion?

20. Are there any particular communication styles that you have observed that women employ within the work environment?

21. What are some of the lessons that would you like to share in succeeding women being in leadership positions and leading architectural projects?

22. What is your opinion on gender transformation in the architectural industry?

23. Are there any suggestions that you like to make in relation to the inclusion of women in leadership positions in the architectural industry?

24. Please describe your work satisfaction currently? In terms of a 1-5 scale. 1- Non satisfactory and 5- Fully satisfied.

Source: Maseko (2011), Wenlock (2014) & Naidoo (2011).

APPENDIX 4: TURN IT IN REPORT

Final Thesis

ORIGINALITY REPORT

2 %	2 %	0 %	0 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	hdl.handle.net Internet Source	1 %
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4	researchspace.ukzn.ac.za Internet Source	<1 %
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7	scholar.ufs.ac.za Internet Source	<1 %
8	silo.pub Internet Source	<1 %
9	Martin, Phiona, and Antoni Barnard. "The experience of women in male-dominated occupations: A constructivist grounded theory	<1 %