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Investigating how differences in gender influence the leadership styles adopted in organisations: A case study of Freda Rebecca Gold Mine

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ABSTRACT

This research explains how gender differences influence the leadership styles adopted at FRGM. The research examined whether men and women really have different leadership behaviours, highlighted the possible factors that may influence their differences in leadership behaviours such as biological differences, structural differences and also looked at the role society and culture play in shaping the leadership behaviour of male and female leaders, looked at other factors apart from gender difference that can influence leadership styles as well as assessing how different leadership styles affect employee's motivation. The Interplanetary theory of gender differences by Kimmel (2004) theoretically guided the research. A qualitative research approach was used and the research instruments used included questionnaires, interviews and the Likert scale. The research also made use of exploratory research design. Judgemental non-random sampling was used and a sample size of 35 people drawn from both male and female managerial and non-managerial employees at FRGM. Thematic analysis was adopted as the method of data analysis for the study. The findings revealed leadership styles are not gender determined but rather, male and female leadership behaviour is contigent on situational factors. Other factors such as level of experience, national culture and the characteristics of subordinates play a vital role in influencing the way male and female leaders lead. It was also revealed that even though males and females differ biologically and the way they are socialised differs, there are little or no differences in the way they lead as the situation one will be facing is the decisive factor. Even though some respondents highlighted that leadership styles adopted by their managers motivate them to perform better, it was revealed that it rather takes a lot to motivate an employee hence other factors such as rewards, sense of job security were also found to be essential for employee motivation. The characteristics of a good leader in a mining set up were also identified. Conclusions made were that women in the mining sector continue to be underrepresented in positions of power and female leadership still faces stereotypical views. Recommendations forwarded by the researcher include having a workplace culture that is inclusive and embraces gender diversity and putting in place awareness programmes such as workshops so as to sensitize employees at FRGM about male and female leadership.

DEDICATIONS

I dedicate this dissertation to my dearest twin sister Tatenda who has been part of my life from the time we were in our mother's womb up to this period. From the good and sad moments we have shared together, you have been my source of inspiration and motivation in every step I take in life. You are more than a best friend, sister to me and I would like to thank God for making you a part of my life. I also wish that the Almighty keeps on guiding and protecting in all your endeavours.

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DEFINITION OF TERMS

a) Gender

Gender as highlighted by Giddens (2006:1017) does not refer to the physical attributes which differentiate males and females, but to socially formed traits of masculinity and femininity.

b) Gender difference

Gender difference is a phrase applied to the distinctive differences among men and women that are often specific to a particular culture where domains such as careers, communication, health, social awareness as well as orientation to the environment are seen (http//: www.psychologydictionary.org).

c) Leadership

Leadership is defined by George and Jones (2012:339) as the capability of an individual to exert influence and control over other members to help a group or organisation to achieve its goals.

d) Leadership style

Leadership style is defined by Mullins (2005:291) as the way in which the functions of leadership are carried out and the way in which the manager typically behaves towards members of the group.

ACRONYMS

FRGM	Freda Rebecca Gold Mine
MSU	Midlands State University
HRM	Human Resource Management
GDP	Gross Domestic Product
HOD	Head of Department
HR	Human Resource

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INTRODUCTION

Amid the rise in entry of women in leadership roles that traditionally used to be occupied by men, the likelihood that female and male leaders differ in their leadership styles continues to stir attention. Nonetheless, the accommodation of different leadership styles has become an increasingly essential issue for many of today's organisations thus the question of whether men and women are different leaders still continues to be surrounded with much controversy. In Zimbabwe, many companies are poorly performing with some of them being regarded as operating in the "Intensive Care Unit" whilst others have not managed to cope with the liquidity crunch the country is in which has resulted in their shutdown. There is need to look at the other side of the coin and seek for other factors that could be contributing to the poor performance of organisations. The issue of gender differences and leadership styles thus becomes of great concern since it also contributes to an organisation's well-being. This research aims to outline how differences in gender influence leadership styles adopted in organisations thus unmasking if women have their own ways of leading that are different from men. The research focuses on Freda Rebecca Gold Mine which is in the mining sector in Zimbabwe.

BACKGROUND OF THE STUDY

This section seeks to give a detailed explanation of the research by giving an insight of the different leadership styles that are there, the leadership styles mainly adopted by male and female leaders in organisations, the different leadership characteristics of males and females, the role culture plays in shaping leadership behaviours of males and females just to mention a few.

Types of leadership styles

The earliest study of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to identify different leadership styles (Lewin, Lippit and White, 1939). This early study has remained quite influential as it managed to establish 3 major leadership styles which include:

- *Autocratic /Task Management Leadership Style*

Autocratic leadership style as highlighted by Stimpson (2006) is where decision-making power is centralised in the leader. In this leadership style, it is the leader who determines

policies for the groups without any consultation and they do not give any information about the organisation but just tell the employees what steps they should take to accomplish a specific task as there is one-way communication. Autocratic leaders assume that an average human being has an inherent dislike of work and will avoid it if he/she can (Acquinas, 2007). If the subordinate was intelligent enough he/she would not be in a subordinate position and unintelligent subordinates are immature, unreliable and irresponsible persons thus should be carefully monitored during the course of their work.

- *Democratic/Participative Leadership Style.*

It is a leadership style that allows the majority opinion of staff to influence the decisions and involves a great deal of participation from the workforce (Stimpson, 2006). Under this style of leadership, the leader usually avoids the use of power to get a job done but displays desired organisational behaviour that can be obtained if employee needs and wants are satisfied thus recognises human value for greater concern for their subordinates (Aquinas, 2007). Democratic leaders assume that subordinates are capable of doing work and assuming the responsibilities if they are given opportunities and incentives and need to be supervised and guided rather than threatened and commanded to work (Acquinas, 2007).

- *Laissez-faire/ Free Reign Leadership Style*

Laissez-faire is a French word which means “let them do it”. It is a leadership style that leaves much of the running and decision-making of the business to the workforce (Stimpson, 2006). Under this leadership style, a leader avoids using power and interest but leaves the subordinates entirely to themselves with total freedom (Acquinas, 2007). Group members as highlighted by Acquinas (2007) provide their own motivation. The leader thus only exists as a contact person with outsiders to bring for his group the information and resources they need to accomplish their jobs.

The idea by Lewin of leadership styles also provided the foundation of many other different leadership styles that organisations are adopting today which include:

- *Paternalistic Leadership Style*

Paternalism which literally means “fatherly like” is a leadership style whereby the leader will listen, explain issues and consult with the workforce but will not allow them to make decisions (Stimpson, 2006). The paternalistic leader as highlighted by Stimpson (2006)

decides what is best for the business and the workforce but delegation of decision making will be mostly unlikely. The leader works to help, guide, protect and keep his/her followers happily working together as members of one family. She/he also provides them with the good working conditions, fringe benefits, employee services. It is said that employees under such leadership style will work harder out of gratitude (Acquinas, 2007).

- *Transformational Leadership Style*

Transformational leadership style is defined as leadership that inspires followers to trust the leader, perform behaviours that contribute to the achievement of organisational goals and perform at high levels (George and Jones 2012). Leaders and followers under transformational leadership make each other to advance to a higher stage of morale and motivation. George and Jones (2012) propound that transformational leadership occurs when a leader transforms and changes his/her followers in 3 important ways that together result in followers trusting the leader performing behaviours that contribute to the achievement of organisation's goals and being motivated to perform at high levels. Transformational leaders increase subordinates awareness of the importance of their tasks and importance of performing them well, they also make subordinates aware of their needs for personal growth, development and accomplishment and they also motivate their subordinates to work for the good of the organisation rather than exclusively for their own personal gain or benefits.

- *Transactional Leadership Style*

George and Jones (2012) contend that transactional leadership is also known as managerial leadership. It is leadership that motivates followers by exchanging rewards for high performance and reprimanding subordinates for mistakes and substandard performance. Bass (1985) states that transactional leaders tend to identify employee lower level needs by determining the goals they need to achieve and communicate to them how successful execution of those tasks will lead desirable job rewards. Unlike transformational leadership, leaders using transactional approach are not looking to change the future but there are merely looking to keep things the same and leaders pay attention to followers work in order to find faults and deviations (Odumeru and Ifeanyi, 2013). However with transactional leadership, subordinates get used to doing things in the manner they are told which limits their innovativeness.

- *Charismatic Leadership Style*

The origins of charisma discourse dates back to the works of Max Weber. Charisma as pointed out by Takala (2005) is a term which literally means the gift of grace. This term as highlighted by Conger and Kanungo (1998) is mainly attributed to leaders whose individual abilities and personality have a powerful effect on their followers. Charismatic leaders are generally dominant figures within an organisation. They inspire devotion and trust, articulate future vision and build relationships that are based on admiration and respect (Conger and Kanungo, 1998). It is often stated that charismatic leadership is more likely to emerge under conditions of crisis than any other leadership style (Bass, 1985). The basic assumption of charismatic leadership is that it transforms the needs, desires, aspirations, values and preferences of followers from their individual interests to collective interests so that followers become highly committed to the mission of the leader and are prepared to make sacrifices in the mission (Steyrer, 1998 cited in Takala, 2005).

With many different types of leadership styles that are available, it therefore becomes imperative to investigate which leadership styles are mainly adopted by male and female leaders and the reasons that could be attributes towards that.

Leadership styles adopted by male and female leaders

Distinguishing one leadership style from another is one important factor that may affect people's views about whether women are fit to become leaders or not. Identifying differences in leadership styles between male and female leaders therefore provides the rationale as to why women often have limited leadership opportunities especially in top positions as compared to men. A research that was conducted by Mckinsey and Company (2007) made a discovery that companies which had a larger percentage of females in their senior leadership and management positions tend to experience greater positive effect on financial performance as well as on organisational excellence. In another study conducted by Joy (2008) which sought to find out how women impact on the corporate boards in Fortune 500 companies, results showed that companies that had boards comprising of a greater proportion of females were able to financially outperform the ones that had low representation of females in their boards. Having identified these differences in leadership outcomes, it becomes evident and worthy to investigate how the leadership styles of men and women differ. This may aid in

providing answers on why gender disparity still persists in positions of authority in many organisations in Zimbabwe.

Many studies have explored and confirmed that there are certainly noticeable differences in the leadership styles between male and female managers. With regard to the way male and female leaders do their tasks and their respective leadership styles "gender has been shown to be the differentiating variable" (Evetts, 1994:3). Women tend to use democratic and transformational leadership styles more often than their male counterparts. Female managers rather than male leaders tend to develop the individualised unique relationship with subordinates necessary to effect the transformational leadership style (Yammarino, Dubinsky, Comer and Jolson 1997). A Meta analysis by Eagly, Johannesen-Schimdt and Van Engen (2003) also showed that women use the transformational leadership style more and it is also confirmed with the high outputs of women. Women are more inclined to exhibit a transformational style of leadership through their characteristics which include their ability to encourage participation and collaboration in running the organisation. Female leaders are able to form strong, interpersonal bonds with their subordinates thus encouraging them to improve their performance at work.

Men on the other hand tend adopt transactional and autocratic leadership styles. Eagly and Johnson (1990) in their review of leadership styles found that men tend to use a more order and controlling style thus are more likely to be transactional in their approach. Men are extremely management oriented which is a key characteristic when it comes to transactional leadership (Avolio, 1999). They are also characterised as aggressive, ambitious, dominant, independent, self-confident and competitive (Eagly and Carli, 2003). Men also have a take charge approach especially when it comes to communication (Martell and De Smet, 2001). This means that men view conversations as a way of establishing and maintaining status and dominance in relationships. Men therefore use communication as a way of achieving tangible outcomes through exerting dominance over others. Male leaders are more prone to stress on goal setting than female leaders. Riggio (2008) also supports this view by highlighting that males mainly concentrate on setting work standards, supervising the job and meeting production goals. Men's aggressive approach is primarily the main reason why they often come out as leaders than women in the workplace. How males and females lead can be summarised by the following table:

Table 1: Summary of how male and female leaders lead

Female Leaders	*Male Leaders*
Interactive Participative Collaborate connectively Group problem solve Inductive in problem solving Define themselves by being relationally literate Prefer to be recognized Ascertain the exact needs of each team member Emphasize complex and multi-tasking activities Help others express emotions Directly empathize Cognizant of the specific needs of many at once Verbally encourage and praise Resolve emotional conflicts to reduce stress	Transactional Hierarchal Collaborate competitively Personally problem solve Deductive in problem solving Define themselves through accomplishments Ask to be recognized Care more about larger structural needs Single task orientation and completion Downplay emotions Promote independent resolution Cognizant of the needs of the organization Encourage less feeling and more action Deny emotional vulnerability to reduce stress

Adapted from Louann Brizendine, M.D, author of the Female Brain (http//:www.genderintelligence.com)

Research that finds no gender differences in leadership styles

In contrast to the thought that gender is a determinant of leadership styles, some researchers argue that leadership is gender neutral. This argument is also supported by Coleman (2002) who argues that there is no or little difference between the way men and women lead. Similarly, Davidson and Burke (1994) have contended that almost all the evidence shows little or no differences in the traits and abilities of managerial and professional men and women.

Furthermore, Gillet-Karam (1994) cited in Dean, Bracken and Allen (2009) argues that leadership practice is strongly situated not gender determined. A decent amount of leadership literature also supports this as it argues that men and women do not differ in their leadership styles or abilities, but rather that leadership is contingent on situational factors (Foels, Driskell, Mullen and Salas, 2000). In his assessment, Riggio (2008) points out that contingency theories recognize that there is no best style of leadership, but it is rather the fact that leadership effectiveness is contingent on the interaction of leader behaviour and the situation. This also suggests that followers are as important as, if not more important than the leader in deciding which leadership style best fits the situation. Kanter (1977) has arrived at similar conclusions noting that men and women do not differ in the way they lead, but a leader adopts his/her leadership style based on the situation which confronts him/her. It can therefore be noted that gender may not necessarily have an influence on leadership styles adopted as this can dependent upon the circumstances or situational factors in the organisation.

Organisational roles as highlighted by Kanter (1977) override gender roles when it comes to leadership positions. She further argues that females and males who occupy similar organisational roles ought to theoretically differ very little in their leadership approach because both female and male leaders are apparently more concerned about managing effectively than about representing sex-differentiated features of societal gender roles. At this juncture, Kanter (1977) was driving to the point that male and female managers behave less stereotypic of their gender role when they hold the same leadership position because they will be conforming to the guidelines about the conduct of behaviour of the given managerial role rather than leading according to their gender stereotype. This is because the apparent sex differences in behaviour as highlighted by Kanter (1977) is not a product of differences in gender, but is rather because of differing structural positions because often when females are in positions of less power, they behave in ways that reflect that lack of power. With regards to this, it can therefore be noted that leadership roles have norms that direct leader's task performance in such manner that when males and females are in similar leadership positions, they tend to behave similarly in order to fulfil their roles.

The argument that gender influences leadership styles is further complicated by the concept of androgynous leadership. The term androgyny is derieved from Greek words 'andros' (genitive of aner, 'man') and 'gyne' ('woman') (Humm, 1993). An androgynous leader is therefore someone who possesses both masculine and feminine characteristics. These

characteristics comprise but are not restricted to cooperative and competitive, gentle and firm, humble and bold, emotional and rational, soft-spoken and assertive and nurturing and playful. The major underlying assumption of this perspective is that a leader may act in either a masculine way or feminine way depending on the situation constraints and needs.

Furthermore, a study by Solberg in 2013 on gender and innovation management highlighted the fact that there are no differences in the leadership styles of male and female leaders. She identified that androgynous leaders are democratic, have a more coaching style, are empathetic, understanding, and change-oriented and can be likened to an engine that propels forward a discussion. David, Lukacs and Capatina (2013) postulate that strictly male and female managers generate less open groups which results in a poorer climate for innovation. Male and female managers are also more prone to categorise other workers and ascribe certain characteristics to women and men which therefore creates an environment of discrimination. In line with this argument of androgynous leadership it can be attested that leadership styles can be independent of gender.

Explanations on what may influence gender differences in leadership styles

Chemers (2000) suggests that there are 3 theoretical explanations for the types of differences between male and female leaders. These include biological differences, cultural differences and structural differences in terms of the organisational setting.

How biological differences influence the leadership styles of male and female leaders

The fact that males and females differ biologically can shed light on why they tend to exhibit different leadership styles. Some scientists believe that variations in the behaviour and social roles of men and women can be explained in terms of hormones and brain differences (Haralambos and Holborn, 2004).

Biologists have focused on the brain to explain male and female differences. Kimmel (2004) asserts that there are 3 areas in which male and female brains are different which include the differences between the right and left hemisphere, differences in the tissue that connects those hemispheres and the way in which males and females use different parts of the brain. Men for instance use the right hemisphere which makes them better in visual and spatial abilities than women who use the left hemisphere. This therefore to some point highlights the fact that males and females do not think alike as they possess different brains. This may account for their differences in behaviour.

Haralambos and Holborn (2004) point out that hormones are bodily secretions whose functions include the regulation of the development of male and female bodies so that they become capable of reproduction. They further went on to highlight that normally, women produce greater amounts of progesterone and estrogen while men produce testosterone and other androgens. This may explain why women tend to be more nurturing and have better communication skills compared to men who tend to be aggressive and competitive. Women tend to release more oxytocin than men. Oxytocin is a mammalian hormone that is mostly found in human beings. It mediates social behaviour for instance it drives the desire for connection, nurturing and bonding behaviour. Because male and females have different hormones that shape the brain, this might be the reason why some people have concluded that these differences make males better leaders than females.

How structural differences influence the leadership styles of male and female leaders

Smith and Smit (1994) have noted that the structuralist theory of leadership behaviour gives a slight twist to gender determining leadership behaviour argument. Essentially the structuralist theory according to Smith and Smit (1994) converts the theory of societal socialisation that grounds gender differences in leadership proposition into a theory of organisational socialisation. The theory acknowledges that there are differences in the actual leadership practice coincident with the gender of the leader. The theory also postulates that within the workplace, sexes are treated differently in terms of job status, duties, tenure and promotion opportunities which therefore causes men and women to behave differently at work.

However, Kanter (1977) reflected this phenomenon in yet another way. She argues that the differences between males and females in their attitudes and behaviour are due to the differences in the opportunity and power structures rather than gender. Kanter (1977) also contends that there are advantageous and disadvantageous job situations. Advantageous positions are those positions which offer job incumbents power and opportunities are held by individuals whose gender is in the majority that is the males whereas disadvantageous positions are those positions which offer job occupants little power and fewer opportunities and are held by individuals whose majority is few in number that is the females. These structural differences in an organisation may therefore serve to explain why male and female leaders exhibit different leadership styles.

How culture and society influence leadership styles of male and female leaders

The nature of the interdependent relationship that exists between leadership styles and cultural underpinnings cannot be ignored or underestimated. It is generally assumed that cultural values, beliefs and expectations influence leadership style through a complex set of behavioural processes including culture specific roles and responsibilities that are deemed to be appropriate for leadership. Jung and Avolio (1999) propound that different leadership behaviours and actions are interpreted and evaluated differently depending on their cultural environment and due to variations in people's ideas on the ideal leader.

One line of thought supporting the influence of culture on leadership styles displayed by male and female leaders is Eagly and Johannesen-Schimdt's (2001) perspective of the social role theory in which gender differences in leadership behaviour appear and disappear with shift in social context thus what is considered appropriate behaviour for men and women may be influenced by different cultures. Schein (1985) points out that what is considered as important characteristics of effective leadership may vary in culture. In some cultures a leader might need to be strongly decisive whereas in other cultures a prerequisite is a collaborative and democratic style. In United Kingdom, for example, where achievement is highly prized, most employees would find autocratic and distant management styles unwelcome as they are usually willing to take some responsibility for their own actions .These different conceptions will influence the evaluation of leaders behaviours and characteristics in different cultures such that culture that favours autocratic leadership style would likely interpret a leader's sensitivity as being weak whereas the same sensitivity would be considered essential in cultures adopting a more nurturing style.

Central to the argument that gender influences leadership styles is the idea of socialisation. It can be widely noted that childhood socialisation by parents, school peers and media encourages girls to be cooperative, expressive and attuned to their interpersonal world whereas boys are led to be openly competitive, independent and instrumental (Petrides and Furnham, 2006). In the same vein that gender difference is socially constructed so is work. It can therefore be concluded that differences found among male and female leadership behaviours are also derived from the socialisation practices, through which individuals are trained to coincide with the societal anticipations regarding their gender position (Carless, 1998).

Eagly (1987) also argues that expectation is a central aspect of the socialisation process therefore people behave according to their societal expectation about their gender role. Hoftstede (2001) argues that masculine societies expect men to be assertive and tough and women to be modest and tender. The consequence of socialisation is that it brings as men to believe that women are incapable of occupying leadership positions and also leading them as they are expected to be subordinate to them. This may therefore shed more light why women in Zimbabwe are underrepresented in leadership positions that matter the most not only in the mining sector but also in other public and private sector organisations.

Other factors which may influence differences in leadership styles

In as much as a various researches may highlight the influence gender has on leadership styles, it is also worth noting that there are other factors which may influence differences that may be accounted for in leadership styles. These factors include personality, organisational culture, level of experience and subordinate characteristics.

A leader's personality can influence his/her choice of leadership style. This is because one's personality influences the way he/she interprets the world thereby influences his/her behaviour (McClure, 1993). Aligning a person's basic nature with a particular method of management is often successful because the leader will be comfortable with it. Leaders for instance, who possess social leadership skills are superior at getting members of the team thrilled about their tasks, increasing their energy and stirring team spirit thus they would be more likely to adopt a more democratic style. Similarly, a person who is mostly comfortable in following set protocols would be most likely to adopt an autocratic leadership style in which employees are expected to carry out their duties according to the set rules. A leader's personality can therefore be an influence to his/her choice of leadership style.

To add on, Rollinson and Broadfield (2002) identify that patterns of behaviour are often a function of organisational culture thus organisational culture can also influence the choice of leadership style. Organisational culture is powerfully influenced by national culture. The effects of a culture hence may be strong enough to determine the appropriateness of a leadership style. In a country such as Japan for example which places heavy emphasis on teamwork and strongly favours shared ownership decisions, participative styles best fit this cultural characteristic for organisations. In Zimbabwe where people have a much stronger acceptance of hierarchical structures that are a common feature in most public sector

organisations, democratic styles would not fit well with this culture. Culture therefore has a strong impact on whether employees are likely to feel comfortable with a certain leadership style or not.

Furthermore, a leader's level of experience both as a leader and with a particular organisation may influences his/her choice of leadership style. Chartterjee (2009) highlights that a manager for example who has been successful in exercising little supervision may be prone to adopt an employee oriented style. For someone new in a leadership position, he/she may be compelled to lead by the book so as to shun any possible mistakes. On the contrary, a more experienced leader may feel more confident to lead according to his/her own understanding of organisation's rules and regulations. Similarly, for a leader who has been part of the organisation for a long time, he/she is more likely to have a better understanding of the organisation unlike someone new thus he/she may have an upper hand when it comes to matters concerning decision-making.

The characteristics of subordinates as highlighted by Charttejee (2009) may also influence the choice of leadership style. Subordinates may differ in many aspects such as skills, attitudes, values and beliefs thus this calls for managers to take these differences into account when leading them. If the organisation or an individual department for example consists mainly of professionals, a manager may be more likely inclined to adopt a laissez-faire approach. This may not be the case for instance less-skilled assembly line workers who may require micromanaging. Similarly, an employee's attitude towards work in this distressed Zimbabwean economy for instance may influence leadership styles adopted by managers. If employees show a positive attitude towards their work, a manager might be inclined to adopt a more democratic style as because of the perception he/she would have towards the employees. This goes in line with McGregor's (1960) Theory on X and Y workers. Differences in employees characteristics can therefore influence the choice of leadership style.

Due to the fact that there other factors that may also influence leadership styles, a conclusion can therefore be made that gender may not necessarily be the major influence behind the leadership styles adopted by male and female leaders in organisations.

The effect of leadership styles on employee's motivation

In the current turbulent business environment where organisations are experiencing rapid change which is accelerating at swift speed, understanding of employee's inner strengths and weakness is important. Because employees are one of the most valuable resources responsible for value addition, it is imperative that most organisations come to the realisation that motivated employees can contribute impressively to the continued existence of the organisation thus leadership plays an important role in this process.

Hellriegel, Slocum and Woodman (2001) contend that employee motivation is the force acting on or within an individual that causes him/her to behave in a specific goal directed manner. Motivation to work whether intrinsic (internally driven) or extrinsic (externally driven) is vital in the lives of the workforce because it forms the fundamental rationale for working in life. Amabile (1993) is of the opinion that employees who feel motivated towards their work are more likely to be creative, persistent and productive, turning out high quality work that they willingly undertake. The quality of a manager's relationship with an employee is the most powerful element in employee motivation. This makes it clear that the leadership styles adopted by management will have a determining effect on the motivation level of employees (Naile and Selesho, 2014).

In line with this argument, Mehta, Dubinsky and Anderson (2003) found that difference in leadership styles influence motivation. Participative, supportive and directive leadership styles were found to be effective in eliciting employees to exert high levels of motivation which in turn is associated with higher performance. Similarly, Bass and Avolio (1999) also established a relationship between transformational leadership style and motivation. This therefore confirms that a relation exists between leadership styles and employee motivation.

However, it is worth noting that different leadership styles can either be a source of motivation or demotivation to employees. Transformational leadership enhances employee's motivation through a variety of mechanisms. Transformational leaders according to McShane and Von Glinow (2000) create a strategic vision by walking the talk and acting consistently, building commitment towards the vision thus this suggests that transformational leadership facilitates high levels of cohesion commitment, trust and motivation. Transformational leaders can change the manner employees feel about their work and the organisation by creating an ownership mindset which therefore motivates them to work harder and improve their performance. Transactional leadership on the other hand encourages specific exchange

and close connection between goals and rewards thus employees may not be motivated to give anything beyond what is specified in their contracts (Almansour, 2012).

The autocratic leadership style would likely result in low employee motivation. This is due to the fact that managers meticulously set the tasks and methods and do not leave flexible space for employees decisions and initiatives (Gonos and Gallo, 2013). Democratic leadership on the other hand is likely to result in high employee motivation. This is because of the motivational tactic of inclusion used by democratic leaders. When employees participate in decision-making, they feel that through the acknowledgment of their ideas by their superiors they are important to the organisation which motivates them to reach out to their utmost performance.

Laissez-faire which is a hands off approach leaves much of the decision-making to employees. This may result in lack of motivation and may affect employees performance as they might struggle to know what exactly they are supposed to do. However if an organisation is staffed with competent, highly skilled and experienced people, laissez-faire leadership can allow creativity from employees which may be a source of motivation to them to make better decisions for the success of the organisation. Charismatic leaders as highlighted by Bass (1985) are said to have a remarkable influence over their subordinates who internalise the leader's vision of what can be achieved through collective effort. They are therefore able to motivate the employees, recognise their skills and talents thus utilise their strengths to build high performance individuals and teams for the betterment of the organisation.

This background of the study highlights the different leadership styles that can be adopted by male and female leaders as well as providing explanations on what could influence gender differences in leadership styles such as biological, cultural and structural. As a way of providing a balanced view on the topic, other views that find no gender differences in leadership styles were also highlighted. Because gender may not be the only factor that influences leadership styles, other factors which may influence choice of leadership such as personality, organisational culture were also identified. The section is summed up by looking how different leadership styles affect employee's motivation in this current turbulent business environment.

PROBLEM STATEMENT

The mining sector in Zimbabwe has proven to be one of the critical drivers of economic growth in the past 3 years with a growth rate of 40%, contributing an estimated 47% to GDP and to more than 60% of the country's exports (http//:www.womengov.zw). In as much as the sector might be male dominated, so much has been done in a bid to demonstrate an acceptance of business benefits through gender diversity. The Ministry of Mines and Mining Development for example, has made several initiatives to empower women which include facilitating the formation of the Women in Mining Apex Board so as to represent women's initiatives, interests, challenges and is also facilitating women's representation in decision-making boards and institutions so as to ensure that there is a 50-50 male-female representation in the boards of important mining administrative institutions in the sector (http//:www.womengov.zw).

In line with these developments that are taking place in this fastest growing sector in Zimbabwe, Freda Rebecca Gold Mine (FRGM) is one such company that has taken a stance to improve gender diversity by seeking to improve the number of women in leadership positions. Although the company has managed to embrace women into leadership roles, women have made only significant progress into mainly lower positions and slightly in middle management positions. This means that there is still dearth of women in most senior management positions. Out of the 47 managerial employees the company boasts of, (25 make middle management and 22 senior management), there are 4 women who constitute middle-management but the case is even worse in senior management where there are only 2 women who constitute only 9.1% of the total population.

This therefore brings to light the fact that women at the organisation have found it difficult to move up the organisational ladder with men occupying senior management roles such as General Manager, Plant Manager, Mining Manager, Technical Services Manager and HR and Wellness HOD. With this in mind, one would wonder what could be deterring women at the organisation from climbing up the organisational ladder to occupy more senior management roles, especially if women constitute 50% of board members in important mining institutions. It is therefore in light of this view that the research was undertaken so as to investigate whether women's comparative lack of success in attaining senior management positions at the organisation could somehow be related to perceptions about the leadership styles that they exhibit compared with those of male leaders.

OBJECTIVES

The main thrust of this research was to investigate how differences in gender influence the leadership styles adopted by leaders in organisations. In doing so, the research aimed to achieve the following objectives:

1. To address the question of whether men and women have different leadership styles.
2. To explain the extent to which gender influences differences in leadership behaviour of male and female leaders.
3. To find out if there are other factors apart from gender that influence differences in leadership styles.
4. To find out participants views on the characteristics of a good leader in a mining set up.
5. To assess how different leadership styles affect employee motivation.
6. To proffer recommendations on what can be done by organisations to accommodate different leadership styles regardless of gender.

JUSTIFICATION OF THE STUDY

The issue of gender differences and leadership styles remains one of the most researched areas in the past decade with various studies being undertaken such as a meta analysis by Eagly, Johannesen-Schimdt and Van Engen (2003) on the leadership styles of males and females and a study by Helgesen (1990) on women leaders which sought to find out patterns of similarity and dissimilarity between women and men in managerial positions just to mention a few. These researches have however left many unanswered questions as discrepancies can still be found when it comes to the number of women in senior management positions compared to men. The pursuit to find out whether women's underrepresentation could be attributed to the perceptions about their differences in leadership styles compared to men motivated this research to be undertaken. This research is useful to the researcher as it enabled her to find out and draw a conclusion on whether or not differences in the leadership styles of male and female leaders exist. The research is beneficial to the participants as it afforded them the opportunity to widen their knowledge on issues related to gender differences and leadership styles.

In coming up with the research, the researcher regarded this issue as vital to FRGM as it would aid in enlightening the organisation on what criteria to consider in senior management

appointments as there is need to strike a gender balance because of the different perceptions towards male/female leadership. Considering that the mining sector is one of the key driving sector of an economy that has off late been crippled by the liquidity crisis, the researcher thought it would be beneficial to the nation to discover how different leadership styles impact on employee's motivation which can also affect an organisation's bottom line since it is one area that has not received much attention in Zimbabwe. This research is therefore essential as findings could add to the research base which exists that has looked at this topic hence paving way for future research on the topic.

CONCEPTUAL FRAMEWORK

Many theorists have put forth a wide variety of theories pertaining to the dynamic constructs of gender differences and leadership styles but this research focused on the Interplanetary theory of gender differences.

- **The Interplanetary theory of gender differences (Kimmel, 2004)**

This theory is based on the belief that genders are innately and significantly different. The idea is that men and women are from different planets. Kimmel (2004) is of the opinion that men are from Mars and women are from Venus thus women are said to act like women just as men act like men. He further proposed two questions on how to explain gender differences. In his questions, Kimmel (2004) proposed whether males and females are different because of biology or because they are taught to be different. The nature (biology) vs nurture (socialisation) distinction therefore remains at the heart of controversy as the debate over the explanation of gender differences persists. These are fully explained below:

a) *Nature explanation of gender differences*

Nature is a term that is often referred to as biological determinism (Kimmel 2004). This highlights that biology is the basis for gender differences. Biologically, males and females are different thus are destined to do different things in life. From the moment of birth, males and females are treated differently based on their obvious external biological characteristics (Shepard, 1996). Males and females differ biologically in terms of their distinctive muscle, bone structure and fatty tissue composition. The differences between males and females in their reproductive organs are however much more essential as they result in certain facts of life. Due to differences in the reproductive organs, only men can impregnate and only women

are able to produce an ovum, carry and nurture the developing foetus, give birth and only women can secrete milk for nursing infants. In addition, the genetic composition of the body cells of men and women is another biological aspect that is different. Human beings have 23 pairs of chromosomes but one of those pairs is different in males and females. Males have X and Y chromosomes in the pair that determines sex and females have 2 X chromosomes. Heredity accounts for gender differences which is the reason why for instance males are dominant and physically aggressive which is a trait that has been linked to the increased level of testosterone whereas women tend to be nurturing and submissive because of oestrogen and progesterone. There are however critiques surrounding the nature explanation of gender differences. Humans develop with the surroundings and biological differences cannot account for the mostly observed social differences.

b) Nurture explanation of gender differences

Nurture as highlighted by Kimmel (2004) is a term that is often referred to as differential socialisation. The nurture concept argues that the basis for gender differences is socialisation. In other words how a person is raised drives development. The level of attachment, beliefs, values and how much attention one is given are all examples of environmental influence. In almost every culture, there are practices that provide gender specific behaviours. Haralambos and Holborn (2004) postulate that the culture of a society creates masculine and feminine behaviour .This brings about the ideas that there are certain behaviours which are more appropriate for males and others for females. Although women and men are both involved in economic tasks that provide for the family welfare, women's tasks are usually centered on domestic chores such as caring for the home, preparing food, raising children and promoting harmony in the family. Besides providing for the family, men on the other hand are expected to represent the family in activities outside the home. There are also critiques which surround the nurture explanation of gender differences. Socialisation is something that continues throughout one's life and people challenge their gendered behaviour. The nurture explanation also tends to ignore the differences across situations and one's course of life.

It is in light of the above explanation that the research made use of the Interplanetary theory of gender differences so as to provide an insight of how differences in gender influence the leadership styles adopted in organisations. Because the theory specifically highlights how males and females differ, it aided in explaining why male and female leaders tend to exhibit different leadership behaviours in organisations.

RESEARCH METHODS

This section highlights the steps and procedures taken by the researcher in conducting the research. It discusses aspects such as the research design, data collection methods, sources of data, sample frame, sample size, target population the instruments and the method of analysis that will be used.

Research Approach

A qualitative approach was adopted for this study. The term qualitative research as highlighted by Dooley (2003) refers to social research based on field observations analysed without statistics. Kumar (2011) points out that it is based upon the philosophy of empiricism, follows an unstructured, flexible and open approach to enquiry, aims to describe than measure, believes in in-depth understanding and small samples and explores perceptions and feelings than facts and figures. Qualitative research constantly takes place in the field that is where subjects usually carry out their activities thus it often goes by the name field research. Qualitative research is essential because it enables individuals to give meaning to the actions of others and not only to their own actions. This approach is useful for the research as it enabled the researcher to have more intimate knowledge and an in-depth understanding of how gender differences influence the leadership styles adopted not only at FRGM which was the main focus of this study but also in other organisations taking into cognisance the increased recognition and acceptance of women into leadership roles. A Qualitative approach was advantageous as it had the ability to entail direct observation and it also enabled the collection of views and experiences directly from participants. With the qualitative approach however, high level experience is required of the researcher so as to obtain the targeted information from the respondents and quality of the research is dependent upon the researcher's skills. Also, findings in a qualitative research may be unique to the relatively few people included in the research thus may not be generalisable to other people or settings.

Research Design

Bhattacharyya (2003) defines a research design as the conceptual structure within which a research is conducted. He further explained that research designs are placed under 3 categories which are exploratory, descriptive and causal research design. Exploratory Research Design was used for the purpose of the research. An Exploratory research design is

used for gathering initial information that may help in defining the problem and also in suggesting the hypothesis. The main emphasis of exploratory research design as highlighted by Bhattacharyya (2003) is on the discovery of ideas. The idea is therefore to clarify concepts and subsequently make more extensive research on them. In light of this, the researcher used the exploratory research design so as to gain background information on how gender differences influence the leadership styles adopted at FRGM. Exploratory design was also used so as to increase knowledge on the issue of gender differences and leadership styles. This research design was appropriate for the study because of its ability to help in establishing the research priorities. The researcher was thus able to establish research priorities such as examining whether women and men have different leadership styles, extent to which gender influences leadership behaviour, if there are other factors apart from gender that influence differences in leadership styles and assessing how different leadership styles affect employee motivation considering the fact that the issue of gender different leadership styles has become of paramount importance in the Zimbabwean context with the increased entry of women into leadership roles.

Research Instruments

The research instruments used in this study were:

a) Questionnaires

Walliman (2011) contends that questionnaires enable the researcher to organise the questions and receive replies without necessarily having to talk to every respondent. The research made use of close ended questions .This is because they are able to provide ready made categories within which respondents reply to the questions that are going to be asked by the researcher. Kumar (2011) highlights that this aids in ensuring that information needed by the researcher is obtained. With questionnaires, responses can be completely anonymous. This allows potential questions to be asked with a fair chance of getting a true reply. They can also be used for sensitive topics which respondents may feel uncomfortable speaking to the interviewer about. This was beneficial for the research as some of the non-managerial employees at FRGM who found the topic of gender differences and leadership styles sensitive to them were able to air out their honest opinions without any fear. Walliman (2011) further postulated that questionnaires can be a relatively economic method in cost and time of

soliciting data from a larger number of people. Although they are a flexible tool, they must be used carefully in order to fulfil the requirements of a particular piece of research.

b) Likert Scale

An attitude scale is a measurement instrument that contains some combined statements related with a particular attitude or its subdimensions and provides a combined score (Gure, 2015). Examples include Semantic differential scale, Rank order scale, Thurstone scale and Likert scale just to mention a few. Because the research was aimed at highlighting people's attitudes towards male/female leadership, the Likert scale was used.

The principle of measuring attitudes was developed by Likert in 1932. It involves asking people to respond to a series of statements about a topic in terms of the extent to which they agree with them thus tapping into the cognitive and affective components of attitudes (Likert, 1932). Dumas (1999) suggests that this is the most commonly used question format for assessing participant's opinions. Likert scales are unidimensional in nature which means that they only measure a single trait. A Likert scale also uses fixed choice response formats. Likert scales are of ordinal type thus they do not measure the difference between attitudes but facilitate the ranking of attitudes. With the Likert scale, every item is scored with different weights (Gure, 2015). Each statement is assigned a numerical score ranging from 1 to 5. A total score will be computed from summing up all the scores.

The principal benefit of the Likert scale as highlighted by Gure (2015) is that it makes it possible to compare the respondent's score with a distribution of scores from some well-defined groups. Likert scales therefore make it easy to draw conclusions on something. However, due to the fact Likert scales give only a certain amount of choices as responses, the possibility that true attitude will not actually be measured is high.

c) Interviews

Burns (1997:329) cited in Kumar (2011) postulates that an interview is a verbal interchange often face to face though the telephone may be used in which an interviewer tries to extract information, opinions or beliefs from another person. Interviews are of use in collecting in-depth information through probing hence they are a more appropriate method of data collection. The researcher made use of the semi-structured/ focused interviews. This is one in which the interviewer has a pre-set type and order of questions but is prepared to add to the number of questions, vary the theme and the order in which questions are asked if doing so

would be of benefit to the research objectives (Currie, 2005). Semi-structured interviews were used because of their simplicity and they also provided the researcher with an efficient and practical way of gathering data about things that could not be easily observed about managerial employees like their feelings regarding the issue of gender differences and leadership styles. The researcher conducted these interviews on a face to face basis which exposed the weakness of semi-structured interviews of being time-consuming. Because the respondents refused to have their interviews tape-recorded for reasons unknown to the researcher, she resorted to jotting down their responses.

Sample Frame

A sampling frame is defined as the sampling list of the method by which members of the population can be accessed with known probabilities of selection (Bhattacharyya, 2003). The 172 male and female managerial and non-managerial employees from different departments at Freda Rebecca Gold Mine therefore constituted the target population for this research.

Sample Size

Bhattacharyya (2003) contends that a sample size is the number of cases selected from the population to use as the sample. For the purpose of this research, a sample size of 50 respondents was used from an estimated population of 172 managerial and non-managerial employees the company has without taking into consideration the casual workers. The sample size was drawn from both male and female managerial and non-managerial employees. This is illustrated by the table below:

Table 2: Study Sample

Type of employees	***Population***	***Sample***
Male managerial employees	*41*	*10*
Female managerial employees	*6*	*5*
Male non-managerial employees	*95*	*20*
Female non-managerial employees	*30*	*15*
Total	*172*	*50*

Sampling Method

A sample is defined by Dooley (2003) as a subset of individuals selected from a larger population. It is noted that, analyses are best when conducted on samples that are still fresh (Sarantakos, 2005). Therefore, in order to select a portion of the population to represent the entire population, sampling was used. The research made use of non-random sampling. Purposive or judgemental non-random sampling technique was used to select respondents from FRGM. It is defined as a non-probability sampling method that involves choosing individuals with certain characteristics (Dooley, 2003). The main reason behind the selection of purposive non-random sampling as the most appropriate sampling method is that it is both the male and female managerial and non-managerial employees who have requisite information about the issues which were involved in the study.

Sources of data

The researcher made use of both primary and secondary sources of data.

i. *Primary data*

Primary data refers to find hand information (Stimpson 2006). Primary data was collected from managerial and non-managerial employees through questionnaires and interviews. The research made use of primary data because it is more accurate although it requires more effort and can be relatively expensive (Bhattacharyya, 2003).

ii. *Secondary data*

When an investigator makes use of data which has already been collected by others, such data is called secondary data (Bhattacharyya, 2003). Secondary data as pointed out by Burns and Bush (2003) can be broadly classified as either internal or external. Internal secondary data is obtained within the organisation where the research is being carried out for instance company files, company's annual reports and financial records just to mention a few. External secondary data on the other hand is obtained from outside sources such as newspapers and manuals, academic journals, general business publications, academic books as well as other sources from the internet. The researcher therefore made use of both internal and external sources of secondary data so as to gather information about the influence gender differences have on leadership styles. Internal secondary data was solicited from FRGM company's annual reports such as the FRGM HR Report. Similarly, external secondary data

was solicited from academic journals, academic books, newspapers and other sources from the internet. Secondary data was used because of its time and cost advantages and also the less effort required.

Method of data analysis

Unquestionably, data analysis is an integral aspect that needs to be considered in any type of a research. Rubin and Rubin (2005) define data analysis as the process of moving from raw interviews to evidence based interpretations that are the foundation for published reports. Since the research adopted a qualitative approach, it made use of the thematic method of data analysis.

- *Thematic analysis*

Thematic analysis can be described as a process of encoding qualitative information (Boyatzis, 1998). It can also be defined as a method of identifying, analysing and reporting patterns within data (Braun and Clarke, 2006). It is most commonly used with qualitative data. Thematic analysis is useful during the period of problem framing. It also assists researchers in shifting from wide reading of data towards discovering patterns and framing a precise research question. Thematic analysis is used by researchers as a means of gaining an insight and understanding from the data gathered. The research therefore made use of thematic analysis as a means of getting closer to the data and developing deeper appreciation on the influence gender differences have on leadership styles adopted by leaders at Freda Rebecca Gold Mine.

The process of thematic analysis is a 6 phase process which ought not to be viewed as a linear model where the researcher cannot advance to the following phase without completing the prior phase correctly but rather analysis is a recursive process with movement back and forth between different phases (Braun and Clarke, 2006). The phases include:

1. *Familiarisation with data*

This involves reading and re-reading the data so that the researcher becomes immersed and intimately familiar with its content.

2. *Coding*

This phase as highlighted by Braun and Clarke (2006) involves generating pithy labels for important features of data of relevance to the broad research question guiding the analysis. The researcher codes the entire data set and then collates all the codes and all the relevant data extracts together for the later stage of analysis.

3. *Searching for themes*

Searching for themes as highlighted by Braun and Clarke (2006) involves the examination of codes and collating of data so as to identify significant wider patterns of significance. It then constitutes collating data relevant to each candidate theme so that the researcher can be able to work with the data and review the feasibility of each candidate theme.

4. *Reviewing themes*

This phase involves checking that themes work in relation to both the coded extracts and full data set (Braun and Clarke, 2006). This is the phase where themes are typically polished which sometimes involves them being divided, combined or discarded.

5. *Defining and naming categories*

This phase requires the researcher to conduct and write a detailed analysis of each as well as determining the story of each theme and how it fits into the overall story about data (Braun and Clarke, 2006). It also involves making decisions on the informative name for every theme.

6. *Writing up*

This final phase is regarded as an integral element of the analytic process in thematic analysis (Braun and Clarke, 2006). It involves the weaving together of analytic, narrative and data extracts and conceptualising the analysis in relation to existing literature.

Some of the advantages of thematic analysis are that it is simple to use which makes it easier for researchers who may be unfamiliar with the qualitative approach. Using thematic analysis is also less time consuming.

Ethical Considerations

Ethics as highlighted by David and Sutton (2011) is the systematic study of formalisation of rules concerning the separation of good conduct from bad. This research was guided by high level of professionalism through the observation of good ethical practices when dealing with the respondents because of their differences in opinions, values, beliefs and feelings on the issue of gender differences and leadership styles. The following ethical issues were considered:

- The researcher obtained permission from proper authority at FRGM before data collection commenced.
- The researcher asked for the permission of particicipants prior to the collection of data findings thus participants only participated after they had given their informed consent.
- The researcher ensured that there was voluntary participation from the respondents.
- The researcher avoided deceiving participants about the nature of the research. The researcher made sure that all information concerning the research such as the purpose, benefits just to mention a few was availed to participants.
- Confidentiality was maintained. Findings from the research were kept private and confidential.
- Anonymity of respondents was maintained thus there was no disclosure of the names of the participants.
- The participants were given the permission to withdraw from participating in the research at any point of time they felt were no longer comfortable to carry on without being prejudiced.
- The researcher ensured accurate presentation of data and information thus information obtained was used for the purposes of the research only.
- Taking into consideration that some issues covered in this research might have been sensitive to other respondents, the research ensured that there was protection of respondents from harm for instance to their personal careers. This was done through ensuring that there was privacy and confidentiality of responses given.

Limitations

While the study would provide useful addition to the body of literature concerning gender differences and leadership styles, it was not without limitations. Limitations are potential weaknesses in a study that are out of control of the researcher. Notable limitations in this research included:

- Inadequate financial resources

The researcher was faced with financial constrains due to the fact that she does not have her own source of income but is dependent on her guardians for financial support. This problem was solved by seeking for funding from other friends and the researcher also ventured into an entrepreneurial activity (selling of sweets).

- Lack of cooperation by participants

The researcher experienced lack of cooperation by participants which the researcher believes may have been caused by their failure to understand the purpose of the research and how they would benefit from participating in it. In order to solve this problem, the researcher highlighted to the participants everything they needed to know about the research such as its purpose and also highlighted to them how they would benefit through their participation.

- Restriction of information

Because the study required participants to share their different opinions on the issue of gender differences and leadership styles, fear of victimisation was an issue that deterred some respondents from sharing their honest opinions. Due to the different policies FRGM has on the disclosure of information to outsiders, access to some information concerning leadership issues at the mining organisation was also restricted. This researcher overcame this by seeking for proper authority before conducting the research and also assured the respondents that information given was strictly kept private and confidential and no names were to be indicated.

Delimitations

Delimitations in a study are the parameters or boundaries that the researcher sets for the study. The research looked at the influence of gender differences on leadership styles in one setting only that is at FRGM which is located in Bindura. Participants were therefore only

male and female managerial and non-managerial employees at FRGM. The research therefore did not consider what is happening in other mining companies that are located in other geographical areas like Hwange Colliery Mine in Hwange, MIMOSA Mine in Zvishavane, Unki Mine in Gweru and How Mine in Bulawayo just to mention a few. Conclusions are therefore limited to the findings at FRGM.

DATA PRESENTATION AND ANALYSIS

This section seeks to present and describe the findings obtained from the study based on investigating how differences in gender influence the leadership styles adopted in organisations. Data was collected for a period of 2 days from 12 to 13 April 2016. A qualitative approach was employed for the purpose of the study. Interviews were used for managerial employees whereas the Likert Scale was used for non-managerial employees as a way of gauging their attitudes towards male/female leadership. Other additional questions were also included so as to capture demographic aspects such as participant's age, educational qualifications, level of experience and sex and non-managerial employee's managers. Further explanations of data analysis procedures are also presented in this section. The method of data analysis the research used is Thematic Analysis.

Data Presentation

The following is the presentation of data obtained from fieldwork undertaken by the researcher at FRGM. Objectives of the research which include to address the question whether there are differences in the way males and females lead, to examine the extent to which gender influences leadership styles, to find out if there are other factors that influence leadership styles, to find out the participants views on the characteristics of a good leader in a mining set- up and to find out the effects of leadership styles on employee's motivation are taken into consideration.

Response Rate

There were 27 participants who responded from the 35 questionnaires that were distributed to non-managerial employees. This is because 3 participants failed to fully complete the questionnaires whereas 5 others failed to fill the questionnaires owing to the demands of their jobs. With managerial employees, the researcher managed to interview 8 managerial employees from the targeted 15 managers. The researcher could not interview the remaining

7 managerial employees owing to their busy work schedules because of the audit that Deloitte was conducting. Some highlighted that they had not been informed of the research by the proper authorities thus were not willing to engage themselves in nothing they knew of. The participants response rate is illustrated by the table below:

Table 3: Response Rate

Targeted category of respondents	Targeted Sample	Number of participants who responded	Number of participants who failed to respond	Percentage (%) Response rate
Managerial Employees	15	8	7	53.3%
Non managerial Employees	35	27	8	71.14%
Total	50	35	15	70%

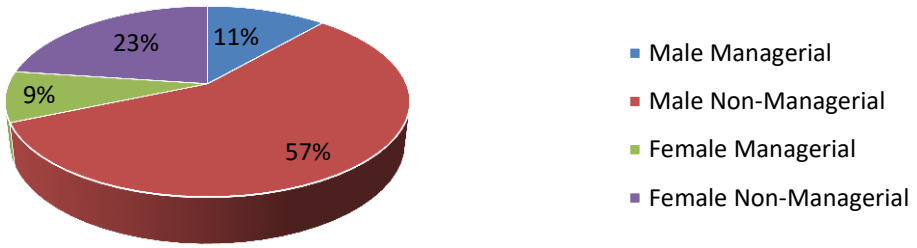
Source: Fieldwork, 2016.

The above table shows that out of the targeted 50 respondents, 35 participants responded which shows a response rate of 70%. The table also highlights that 15 participants (30%) constituting the targeted population failed to respond.

Sex of the Respondents

It is also worth noting that more males than females participated in the research. FRGM has an estimated 36 female and 136 male permanent employees (FRGM HR Report, 2015). From the 27 non-managerial employees who responded, 19 were males and 8 were females which means more males than females responded. The case is also similar with interviews. From the 8 interviews that were conducted on managerial employees, 5 males were interviewed compared to the 3 females. This can be illustrated by the following pie chart:

Fig 1: Response Level Based On Sex



Source: Fieldwork, 2016

From the above pie chart, it can be seen that male respondents were the most dominant in both managerial and non-managerial employees compared to women. In total, 68% of the respondents were male while 32% were female. This reflects that women are the minority group at FRGM which is a typical characteristic of many mining organisations.

Age of the respondents

From the non-managerial employees who participated in the research, 8 (6 males and 2 females) were of the 20-29 years age group, 13 (7 males and 6 females) were of the 30-39 years age group, 4 males were of the 40-49 years age group, 2 males were of the 50-59 age group and there was no participant from the age group of 60+. With the managerial employees, no participant fell under the category of 20-29 years, 50-59 years and 60+. There were 6 respondents (3 males and 3 females) from the 30-39 years age group and 2 males from the 40-49 age group This shows that the age group with the most participants was the 30-39 where most of the employees at FRGM fall under. This is illustrated by the following table:

Table 4: Age of respondents

Age Category	Number of male non-managerial respondents	Number of female non-managerial respondents	Number of male managerial respondents	Number of female managerial respondents	Total
20-29 years	6	2	_	_	8
30-39 years	7	6	3	3	19
40-49 years	4	_	2	_	6
50-59 years	2	_	_	_	2
60+	_	_	_	_	_

Source: Fieldwork, 2016

The above table brings to light the fact that non-managerial employees at FRGM are mainly ranged between 30-39 years and 20-29 years. Managerial employees are mainly ranged between 30-39 years as shown on the above table. It can also be noted from the above findings that FRGM does not have an ageing workforce as the researcher noted that there were only 6 respondents in the range of 40-49 years, 2 respondents in the range of 50-59 years and no respondents from 60 years and above.

Educational qualifications of the respondents

From the 27 non-managerial employees who responded, 7 respondents (5 males and 2 females) highlighted that their highest level of educational qualification was 'O'Level. Only 2 male respondents highlighted 'A' Level as their highest level of educational qualification. There were 9 respondents (6 males and 3 females) who highlighted that they hold Certificates as their highest level of educational qualifications. Also, 7 respondents (5 males and 2 females) attested to holding Diplomas as their highest level of educational qualification. Only 2 respondents (1 male and 1 female) highlighted that they were Degree holders. With managerial employees, 7 respondents (4 males and 3 females) highlighted that they were degree holders. Only 1 male respondent highlighted that he holds a Masters as his highest level of educational qualification. This is illustrated by the following table below:

Table 5: Respondents educational qualifications

Educational Qualification	Number male non-managerial respondents	Number of female non-managerial respondents	Number of male managerial respondents	Number of female managerial respondents	Total
'O' Level	5	2	_	_	7
'A' Level	2	_	_	_	2
Certificate	6	3	_	_	9
Diploma	5	2	_	_	7
Degree	1	1	4	3	9
Masters	_	_	1	_	1

Source: Fieldwork, 2016

From the above table, it can be deduced that at least most of the employees at FRGM are educated as respondents attested to holding different levels of educational qualifications. The above table also highlights that the educational qualification that is held by many non-managerial respondents is the Certificate followed by Diplomas and 'O'Level. It should also be noted that FRGM has a highly qualified managerial workforce as from the 8 managerial employees that were interviewed, the highest level of qualification which was held by almost every respondent was a Degree. The above table also shows that even though there is 1 male managerial employee who is a Masters holder, there is not much of a gap in terms of the educational qualifications held by both male and female managerial employees as from the 7 respondents who hold degrees, 3 are females.

Level of experience of the respondents

The research also found it imperative to also look at the level of experience both managerial and non-managerial employees have in their job positions as this may also have an effect on the leadership styles adopted. In the case of non-managerial employees, 12 employees (7 males and 5 females) indicated that had served between 0 – 4 years in their job position. Similarly, 12 employees (9 males and 3 females) highlighted that they had between 5 – 9

years in their job positions. Only 3 male non-managerial employees indicated that they had between 15 – 19 years in their job positions. There was no employee from the 27 non-managerial respondents who highlighted that he/she had served 20 years and above in their job position.

From the 8 managerial employees that were interviewed, 1 female stated that she had been occupying her position for a period ranging between 0 – 4 years. Also, 5 managerial employees (3 males and 2 females) highlighted that they have been holding their positions for a period ranging between 5 – 9 years. There were 2 male managerial who indicated that they had been occupying their current positions for a period which ranges between 10 – 14 years. There were no employees who indicated that they had been holding their positions for periods ranging between 15 – 19 years and 20 years and above. This is illustrated by the following table:

Table 6: Respondents level of experience

Number of years in a job position	Number male non-managerial respondents	Number of female non-managerial respondents	Number of male managerial respondents	Number of female managerial respondents	Total
0 – 4 yrs	7	5	_	1	13
5 – 9 yrs	9	3	3	2	16
10 – 14 yrs	3	_	2	_	6
15 – 19 yrs	_	_	_	_	_
20+	_	_	_	_	_

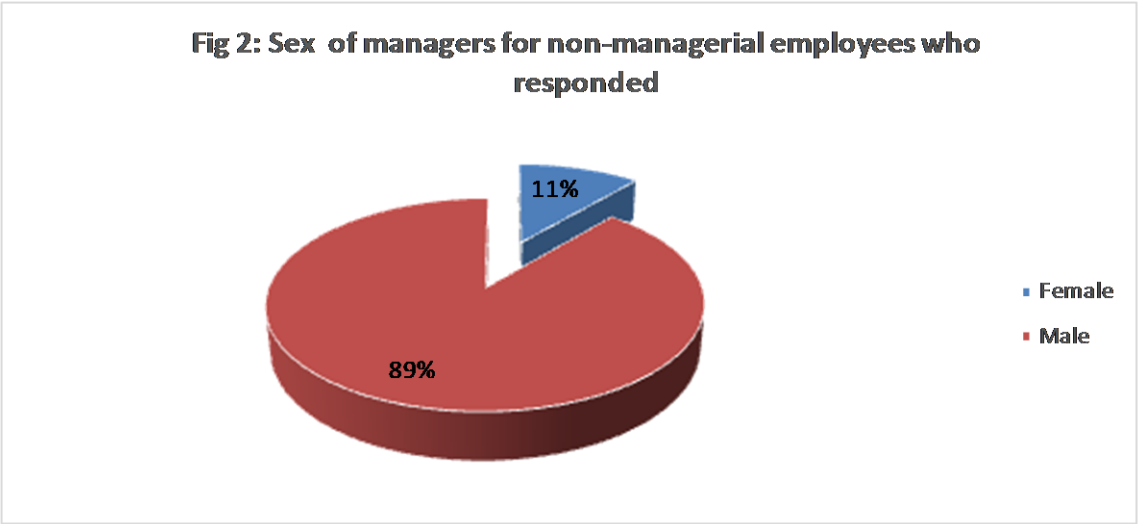
Source: Fieldwork, 2016

From the above table, it can be noted that non-managerial employees level of experience ranges mostly between 0 – 4 years and 5 – 9 years. There are a few employees who are between the range of 10 – 14 years. This may likely impact on the leadership styles adopted by managers in managing these different employees with different levels of experience in their jobs. With managerial employees, it can be noted their level of experience ranges mostly between 5 – 9 years where there were 5 respondents. The level of experience the 5

respondents have which between 5 – 9 years, 2 respondents have which is between 10 – 14 years and 1 respondent has which between 0 – 4 years may likely impact on the leadership styles that would be adopted by these leaders. This is because with experience, one knows how best to manage his/ her subordinates.

Sex of the managers of non-managerial employees who responded

From the 27 non-managerial employees who responded, 3 respondents highlighted that they were led by female managers whereas the remaining 24 highlighted they were led by males. FRGM has an estimated number of 6 female managerial employees and 41 male managerial employees (FRGM HR Report, 2015). This to some extent shows that there are more male leaders at FRGM than females. In interviews that were conducted on managerial employees, some managers supported this when they were asked about the male-female leadership ratio. One female Manager A when asked about this question responded that *"Women are the minority here when we talk of leadership"*. Another male manager BA also seconded this when he responded that: "*It seems like there are more males in leadership positions here than females"*. The sex of managers of non-employees who responded is illustrated by the following pie chart:



Source: Fieldwork, 2016

From the above findings, it should be noted that most of the non-managerial respondents are led by male managers as they constitute 89% compared to the 11% of women. It somehow shows that women at FRGM have found it hard to enter into leadership positions. It also shows that there are few women at FRGM.

Leadership styles used by managers at FRGM

From the interviews that were conducted on 8 managerial employees at FRGM, they highlighted the different leadership styles they use and why they adopt such styles. One female manager C aged 35 stated that *"I use the democratic leadership style because I feel it is the one that is capable of delivering positive results for this organisation".* Male manager DC aged 36 also highlighted that *"I mainly adopt the democratic leadership style because it allows me to get valuable contribution from my people. I believe that with the kind of work we do here we need to help each other out".* On the contrary another manager F aged 43 years stated that *"I want to be tough to my subordinates and ensure that they are always focused on their work so I tend to use an autocratic approach".* The other male manager BA aged 35 who holds a degree as his highest level of education attributed the use of mixed approaches of leadership styles and stated that *"I use mixed approaches that is sometimes autocratic, democratic, when necessary because I have mixed members where some of them are very mature, others are still younger and I feel that I need to sit down and tell them what to do."*

From the interviews conducted, the writer deduced that the democratic and autocratic leadership styles were the ones that were mainly employed with 5 managers who stated that they use democratic leadership style whilst 2 highlighted their use of the autocratic leadership style. One male manager was of the opinion that he uses mixed approaches (*which refers to the use of both autocratic and democratic leadership styles in this context*). Laissez-faire, paternalistic, transformational, transactional and charismatic leadership style were not mentioned. This can be illustrated by the following table below:

Table 7: Leadership styles adopted by managers at Freda Rebecca Gold Mine

Leadership Style	Number of female managers who stated they adopt such a style	Number of male managers who stated they adopt such a style	Total
Democratic	3	2	5
Autocratic	0	2	2
Laissez-faire	_	_	_
Paternalistic	_	_	_
Transactional	_	_	_
Transformational	_	_	_
Charismatic	_	_	_
Mixed (Both autocratic and democratic)	_	1	1

Source: Fieldwork, 2016

The above table highlights that the most popular leadership style that is adopted by both male and female managers at FRGM is democratic leadership style. This is because 5 of the respondents (3 women and 2 men) from the researcher's findings attested to this fact. Autocratic leadership style as noted by the researcher from her findings is mostly adopted by male leaders. However there was one manager who brought forth another opinion as he highlighted the use of mixed approaches (democratic and autocratic leadership styles). The other leadership styles were not mentioned because the participants were mainly familiar with autocratic and democratic leadership styles.

Having identified the leadership styles used by managers at FRGM, it was also imperative for the researcher to identify how far non-managerial employees are satisfied with their manager's style of leading. This is illustrated by the table below:

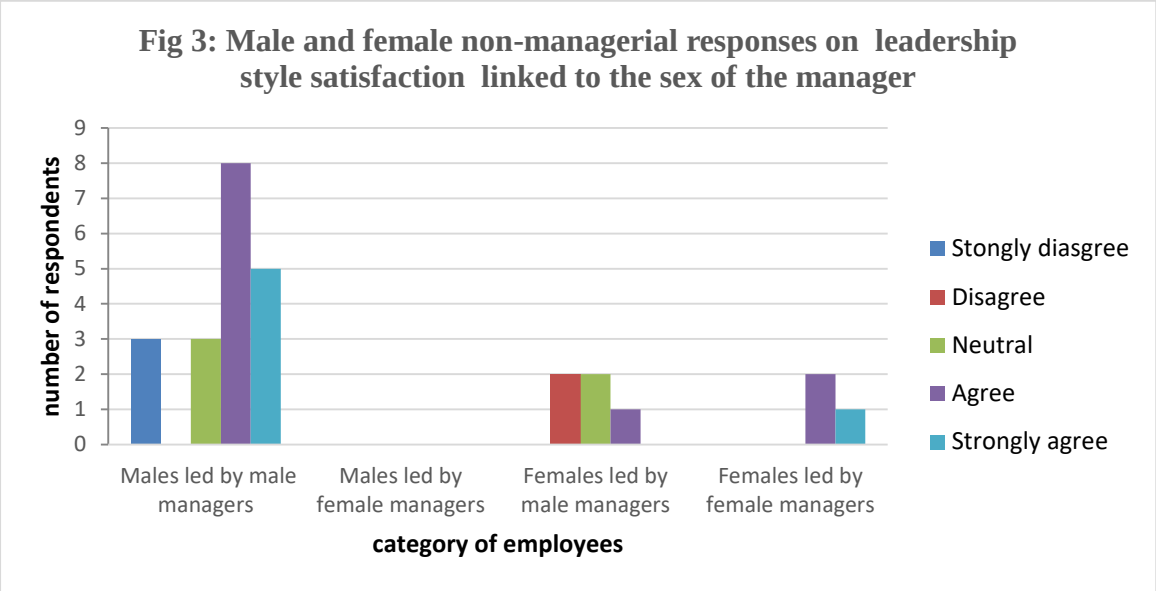
Table 8: Employees responses on leadership style satisfaction

Response	***Male***	***Female***
Strongly disagree	*3*	*0*
Disagree	*0*	*2*
Neutral	*3*	*2*
Agree	*8*	*3*
Strongly Agree	*5*	*1*

Source: Fieldwork, 2016

Based on their responses from the questionnaire, 17 respondents agreed, 5 disagreed and 5 were neutral to the view that they were satisfied with their manager's style of leadership. From the responses of male and female non-managerial employees shown on Table 6 above, the researcher also found it imperative to look at the sex of the managers on both male and female non-managerial employees who strongly agreed, agreed, disagreed, strongly disagreed and neutral.

The researcher found that from the 17 respondents who agreed, 8 were males who were led by male managers, 1 was female being led by a male manager and 2 were females who were led by female managers. From the 6 respondents who strongly agreed, 5 were males being led by male managers and 1 was female being led by a female manager. Also, from the 5 respondents who were neutral, 3 were males being led by male managers and 2 were females being led by male managers. From the 2 respondents who disagreed, they were both females led by male managers. From the 3 respondents who strongly disagreed, the researcher found out that they were all males being led by male managers. This can be illustrated by the following bar graph:



Source Fieldwork, 2016

The above bar graph highlights the fact that male and female respondents had mixed reactions on how satisfied they were with the leadership styles of their managers. The researcher noted that responses given on leadership style satisfaction was somehow gendered. This means that the gender of the respondent and that of the manager determined the response given as for instance 2 female respondents who disagreed were led by male managers and 5 male respondents who strongly agreed were led by male managers. It is also interesting to note that the 17 respondents who agreed to being satisfied with their managers leadership styles are a young workforce with 5 of them falling under the age category of 20-29 years and 12 of them under the age category of 30-39 years. Those who disagreed were mainly from the age range of 40-49 years (3 respondents) and 50- 59 years (2 respondents). This highlight that age of the respondents might also have played a role in their responses.

Responses on whether there are differences in male and female leadership styles

Based the interviews that were conducted on managerial employees, there were mixed reactions as to whether there are differences in the way male and female leaders lead. One male manager DC aged 36 when asked about this question stated that "I *don't believe that men and women lead differently but rather there are certain factors that may cause one to use one style which may be different from another person facing a different situation."*

The respondent highlighted that some of these factors include experience and the type of employees one will be dealing with. One female manager B aged 35 when asked stated that *"I wonder why people always ask that question as if we women are not capable of becoming*

leaders. We are capable of leading just like men do. The environment one is in determines their leadership style". One the contrary, one male manager CC aged 46 was quick to point out that *"Women are too soft and weak thus there is no way we men can lead in the same manner like them".* Also another male manager E aged 38 was of the opinion "*The entry of women into leadership has brought in new ways of leading that are different from men".* With non-managerial employees, most of them agreed that there are indeed differences in the way men and women lead. This is illustrated below:

Table 9: Responses on whether there are differences in the way males and females lead

Response	***Male***	***Female***
Strongly disagree	*0*	*6*
Disagree	*2*	*1*
Neutral	*3*	*1*
Agree	*5*	*0*
Strongly Agree	*9*	*0*

Source: Fieldwork, 2016

The above table shows that 14 respondents agreed, 9 disagreed and 4 were neutral to the view that there are differences in the way males and females lead. It should also be noted that their responses might also have been influenced by gender. Only males made up the 14 respondents who agreed whereas there were 7 women from the 9 respondents who disagreed. Linking with the above results, the fact that 14 respondents agreed and 9 disagreed to the opinion that perceptions about differences in the way males and females lead is the reason why there are more male leaders than females at FRGM may serve to explain why more respondents agreed to the idea that there are differences in the way males and females lead.

In line with this argument, non-managerial employees still carried different opinions as 19 (12 males and 7 females) of them disagreed, 5 were neutral (4 males and 1 female) and 3 males agreed that men are born leaders. Out of the 27 participants who responded, 18 disagreed, 7 agreed and 2 were neutral to the view that the mining sector requires male leaders. This also serves to support the view that there were mixed reactions on whether gender differences influence leadership styles.

Having identified that, the research also sought for explanations as to why leadership styles may differ between male and female leaders. In the interviews conducted, 6 managers (3

males and 3 females) were of the opinion that culture determines leadership behaviour. One male manager CC aged 46 stated that, "*We can't run away from our culture that has been there for many centuries. I think that culture shapes our behaviour as leaders".* Another female manager A aged 36 supported this and stated that *"I think that culture defines who we are as leaders".* With non-managerial employees 14 (11 males and 3 females) agreed that culture shapes leadership behaviour. Also, most of the managerial employees interviewed were quick to point out the impact of biological differences. One male manager DC affirmed that *"The fact that men and women differ biological also translate to their leadership behaviour".* One female manager C aged 35 whose highest level of education is a degree was also of the opinion that *"The way that an organisation is structured can set the pace on the type of leadership style used".* From the responses of managerial employees, it can be noted that they were of the opinion that culture and biological differences could explain why differences can be found in way males and females lead.

The extent to which gender differences influence leadership styles

Based on the interviews that were conducted on managerial employees, there were mixed reactions as to the extent to which gender differences influence leadership styles. One female manager A aged 36 whose highest level of education is a degree when asked about this was quick to point out that *"being male or female doesn't influence the way managers lead. As for me, I adapt a leadership style that is based on the situation and not because of my gender".* Another male manager CC aged 46 whose highest level of education is also a degree who responded offered another view when he stated that *"God created men and women differently, so there is no way that we are bound to do the same things. I think that men and women lead differently".* It can be noted that the managerial employees gender and age could have played a role in influencing their responses regarding this issue.

Based on the responses of non-managerial employees, there were different opinions on the idea that gender differences play a major role in influencing leadership styles. This can be clearly shown on the following table:

Table 10: Responses on whether gender plays a major role in influencing leadership styles

Response	***Male***	***Female***
Strongly disagree	*1*	*3*
Disagree	*5*	*2*
Neutral	*4*	*0*
Agree	*7*	*3*
Strongly Agree	*2*	*0*

Source: Fieldwork, 2016

The table above depicts that 12 respondents agreed, 11 disagreed and 4 were neutral on the fact that gender plays a major role in influencing leadership styles. Although the majority of the respondents noted that gender plays a major role in influencing leadership styles, the results above also show that there is a small difference between those who agreed and disagreed to the idea of gender playing a major role in influencing leadership styles.

Other factors which may influence leadership styles

Because most participants had mixed views on the extent to which gender plays in influencing leadership styles, there were other factors that were identified as factors that may influence leadership styles. One of the male managers CC aged 46 who has been at FRGM for 10 years pointed out that *"The level of experience one has in a certain leadership position, to me plays a major role in determining leadership styles. Experience is the best teacher for everything".* Another male manager E aged 38 who has been at FRGM for 6 years was of the opinion that *"The age group one belongs to will mainly influence the way he/she leads subordinates"*.

Based on the non-managerial employees questionnaire responses, most of them agreed to the view that there are other factors such as level of experience, characteristics of subordinates and national culture can also influence the way males and females lead. This can be illustrated by the following table:

Table 11: Responses on other factors which may influence leadership styles

Factor which may influence leadership styles	Males					Females				
	1	*2*	*3*	*4*	*5*	*1*	*2*	*3*	*4*	*5*
National Culture	**2**	**3**	**4**	**10**	**-**	**1**	**3**	**-**	**3**	**1**
Level of experience	**2**	**1**	**-**	**6**	**10**	**-**	**2**	**-**	**5**	**1**
Characteristics of subordinates	**1**	**2**	**1**	**9**	**6**	**-**	**1**	**1**	**4**	**2**

Source: Fieldwork, 2016

From the above table which illustrates responses of strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5), it can be noted that most of the participants agreed to the opinion that apart from gender, there are also other factors which influence leadership styles such as national culture, level of experience and characteristics of subordinates. The results above show that 14 respondents agreed that national culture influences leadership styles, 22 agreed that level of experience influences leadership styles and 21 agreed that characteristics of subordinates also influence leadership styles. The fact there were other factors apart from gender that were highlighted as possible influencers of leadership styles, this might be the reason why 25 participants (14 males and 11 females) agreed that both male and females make good leaders.

Participants views on characteristics of a good leader in a mining set up

The interviews conducted on the managerial employees at FRGM also revealed some of their opinions on what characterises a good leader in a mining setup. One of the male managers DC pointed out that *"A good leader should be someone who is able to mentor others to become leaders as well".* Female manager C was of the opinion that *"A good leader in such a sector as mining is someone who is enthusiastic, confident and able to motivate others to reach the organisational goals".* Another male manager BA also pointed out that *"It is very easy to notice whether one is a good leader or not in this sector. One can see it by the outcomes and generally the morale of the workforce".* Based on their responses, most non-managerial employees agreed (23 agreed and 4 disagreed) that a good leader should be one who is committed to excellence and should be enthusiastic and be a source of inspiration to

others. Most of them also agreed that their managers possessed good leadership qualities. This can be illustrated by the table below:

Table 12: Non-managerial workers responses on whether their managers possess good leadership qualities

Response	***Male***	***Female***
Strongly disagree	*3*	*0*
Disagree	*1*	*1*
Neutral	*3*	*2*
Agree	*6*	*3*
Strongly Agree	*6*	*2*

Source: Fieldwork, 2016

The above table shows that 17 respondents agreed, 5 disagreed and 5 were neutral to the idea that their managers possessed good leadership qualities. From the 17 who agreed, there were 12 males led by male managers, 2 females led by male managers and 3 females led by female managers. The 5 who disagreed comprised of 4 males led by male managers and 1 female led by a male manager. From the 5 who were neutral, they comprised of 3 males led by male managers and 2 females led by male managers. It can therefore be noted that gender of both the respondent and the manager might have influenced the participants responses.

Effects of leadership styles on employee's motivation

Based on the interviews conducted on managerial employees at FRGM, there were mixed opinions as to whether leadership styles affect employee motivation. One male manager DC aged 36 from the mining plant section highlighted that *"Motivation is something that is intrinsic so I don't think that the way I lead has any sort of effect on employee's motivation".* By this statement, the respondent was implying that motivation is something is within an individual thus elements such as leadership styles have no effect one's desire to accomplish certain goals or a task. Another male manager E on the contrary was of the opinion that *"Depending on the person, the way we managers lead may greatly impact on other people psychologically who may affect their motivation".* Female manager A was of the opinion that *"I always try to make sure that I lead my employees in a proper manner because I know of the effects it can have on motivation".* Most of these managers also highlighted that they strive to keep their employees motivated by providing a conducive work environment and

they always make sure that their employees get their salaries on time thus feel that employees at FRGM are always motivated to perform better.

The majority of non-managerial employees in their responses highlighted that leadership styles motivate them to perform better and this is illustrated by the following table:

Table 13: Responses on whether leadership styles motivate employees to perform better

Response	***Male***	***Female***
Strongly disagree	*3*	*0*
Disagree	*1*	*1*
Neutral	*2*	*0*
Agree	*6*	*7*
Strongly Agree	*7*	*0*

Source: Fieldwork, 2016

From the participants responses shown on the above table, 20 participants agreed, 5 disagreed and 2 were neutral to the idea that leadership styles motivate them to perform better. It can therefore be noted that the majority of the responses highlighted the fact that leadership styles is an element that affects their level of motivation to perform better although there were a few participants who felt that leadership styles are not an element that can affect someone's performance taking into consideration the current economic situation.

Strategies to increase women in leadership positions

Based on the findings of the research, all of the managerial employees interviewed attested to the view that women at FRGM are underrepresented when it comes to leadership positions. Some of the causes they identified include culture which mainly advocates for male leadership, perceptions some people still hold about female leadership, work-life balance issues and generally the nature of the environment in the mining sector which is mostly favourable for men thus resulting in few women employed. They further went on to propose recommendations that can be adopted by FRGM so as to increase women in leadership positions. One male manager BA highlighted that *"The only solution that is there is to encourage women to participate in leadership is through the use of workshops and training programs"*. Another respondent (male manager E) also stated that *"It's high time women started to be appreciated in leadership by fully implementing policies such as the Affirmative Action in the organisation which seek to empower women"*. The respondent might have said

this because of the disparity that he sees between males and females in leadership positions and as a way of addressing the attitude that FRGM has generally on female leadership.

Female manager C in her response stated that *"It seems like recruitment at this organisation is favourable towards males and biased towards females. I therefore suggest that the organisation revisits its Recruitment Policy so as to accommodate more women into the company's operations".* The respondent might have said this because of the organisation's preference to hire male workers because of the perceived belief that men easily adapt to the mining environment than women which has resulted in FRGM having more male than female workers. Another female respondent (manager A) affirmed that *"The government also has a major role to play so as to ensure that we women are also recognised in leadership positions through ensuring that policies which are in place such as the National Gender Policy of (2013-2017) and Affirmative Action policies are actually being employed in organisations".* From the response given, the respondent might have been driving to the point that even though the government came up with policies such as Affirmative Action so as to elevate the status of women in the organisation, these only exist theoretically but are not being practically applied in organisations as there is still dearth of women in senior management positions.

In conclusion, data presentation section provided an insight on employee's views towards gender differences and leadership styles issues as highlighted from the above data findings.

Data Analysis

This section presents an analysis of the findings obtained from fieldwork. The research made use of thematic analysis as the method of data analysis. The themes used are informed by the objectives of the research which include addressing the question whether there are differences in the way males and females lead, examining the extent to which gender influences leadership styles, finding out if there are other factors that influence leadership styles, finding out the characteristics of a good leader in a mining set up and finding out the effects of leadership styles on employee's motivation. These are also linked to the literature review and the conceptual framework. Therefore, the data analysis section makes use of the following themes:

1. Whether or not there differences between male and female leadership styles

2. The extent to which differences in gender account for differences in leadership styles
3. Other factors that may influence leadership styles
4. Characteristics of a good leader in a mining set-up
5. Effects of leadership styles on employee's motivation

Whether or not there differences between male and female leadership styles

Responses from participants showed mixed views as to whether there are differences between male and female leadership styles. Non-managerial employees indicated that there are differences the leadership styles adopted by male and female leaders. It can be noted that 9 of the respondents strongly agreed and 5 agreed to this view. From the interviews the researcher conducted on 8 (5 male and 3 female) managerial employees, she also found out mixed views on whether there are differences in the leadership styles adopted by male and female leaders. In some of the responses from the managerial employees, they were quick to point out that the inclusion of women into leadership positions has somehow redefined leadership at the organisation as women have their own ways of leading which are different from men. This serves to confirm that there are perceived differences in the way males and females lead.

All of the females highlighted indicated their use of democratic leadership style which goes in line with their assumed innate characteristics such as caring and nurturing. This concurs with the views of Eagly, Johannesen-Schimdt and Van Engen (2003) who are of the opinion that women are more inclined to exhibit democratic and transformational leadership styles because of their innate characteristics which include caring, nurturing and ability to encourage participation and collaboration in the running of the business. This may explain why 13 of the non-managerial employees agreed that females are more considerate, soft and nurturing than men.

On the other hand, 2 males indicated their use of autocratic leadership styles. This goes in line with the views of authors such as Eagly and Carli (2003), Eagly, Johannesen-Schimdt and Van Engen (2003), and Eagly and Johnson (1990) who are of the opinion that women mainly use democratic and transformational leadership styles due to their assumed innate characteristics whereas men use autocratic and transactional leadership styles because they are perceived to be aggressive, dominant and competitive nature.

From these findings, it can therefore be noted that by virtue of being socially and biologically different, male and females are more likely to display different traits, behaviours and styles in their leadership. This also goes in line with the interplanetary theory of gender differences by Kimmel (2004) (theoretical framework used in the research) which states there are nature (biological) and nurture (social) differences between males and females. By identifying the factors which cause male and female leaders to behave differently towards their employees, the researcher noted that this would provide a clear explanation on why women often have limited leadership opportunities especially in top positions as compared to men at FRGM. The fact that there are biological and cultural factors which shape the way male and female leaders behave may serve to explain why all of the managerial employees interviewed confirmed that there are more male leaders than females at the mining organisation. This assertion therefore serves to explain that men and women are significantly different thus are not bound to act in the same manner. This concurs with Kimmel's (2004) interplanetary theory of gender differences which is based on the belief that genders are innately and significantly different.

However, other respondents had mixed reactions regarding the leadership styles of male and female leaders. From the findings, it can be noted that 9 non-managerial employees disagreed with the view that there are differences in the way males and females lead. This may explain the reason why 18 non-managerial employees disagreed that the mining sector requires male leaders. One of the male managerial employees interviewed explained that he does not use one particular style of leadership but uses a variety of styles as he stated that there is no one best way of leading. This concurs with the assessment of Riggio (2008) who points out that contingency theories recognise that there is no best style of leadership, but it is rather the fact that leadership effectiveness is contingent on the interaction of leader behaviour and the situation. The researcher noted that at FRGM, different situations may call for different leadership styles thus there may not be differences in the way males and females leaders lead. It can therefore be noted that even though FRGM is mainly male dominated, leadership styles may not necessarily differ between males and females as much emphasis paid on productivity levels. Managers are therefore encouraged to lead in a manner that delivers positive results to the organisation regardless of their gender. There are thus little or no differences in the way males and females lead. This concurs with the views of authors such as Davidson and Burke (1994) and Coleman (2002) who state that there are little or no difference in the traits and abilities of managerial and professional men and women.

The extent to which differences in gender account for differences in leadership styles

There were mixed responses among both managerial and non-managerial employees regarding this issue. From the managerial employees that were interviewed half of them (4) were of the opinion that gender plays a major role in influencing leadership styles. Non-managerial employees also supported this view as 12 of them agreed that gender influences differences in leadership styles. Evetts (1994:3) supports this view theoretically by highlighting that "With regard to the way male and female leaders do their tasks and their respective leadership styles, gender has been shown to be the differentiating variable." The researcher noted that men at FRGM make the majority of the population of workers (an estimated 136 out of 172 permanent employees) which makes no coincidence that many of them have also found themselves in leadership positions than women.

Gender may be a determinant of the way managers lead at the organisation. This is because of the minority status of women in the organisation (an estimated 36 females out of 172 permanent employees) which results in them having little power and fewer opportunities. This may constrain them to behave in a way that reflects their status which may also be the same for men who are the majority with greater power and many opportunities. This concurs with the view of Kanter (1977) who argues that differences between males and females in their attitudes and behaviour are due to the differences in opportunity and power structures rather than gender. This is also seconded by the structuralist theory of leadership behaviour by Smith and Smit (2004) which acknowledges that there are differences in the actual leadership practice coincident with the gender of the leader and also states that within the workplace, sexes are treated differently in terms of job status, duties, tenure and promotion which causes men and women to behave differently at work.

However, other respondents provided another view to this as they were of the opinion that gender does not influence leadership styles adopted by leaders at FRGM. It can be noted that 11 of the non-managerial employees disagreed to the idea of gender playing a major role in influencing differences in leadership styles. One female manager was also of the opinion that leadership is something that differs from individual to individual not necessarily based on gender. Another male managerial employee interviewed was of the opinion that that leadership behaviour exhibited is as a result of the situation at hand. This seems to concur with Gillet-Karam (1994) cited in Dean, Bracken and Allen (2009) who argues that leadership practice is strongly situated not gender determined. Kanter (1977) is also another

author who concurs with this view as she arrived at a conclusion that men and women do not differ in the way they lead, but a leader adopts his/her leadership style based on the situation which confronts him/her. During interactions with various people at tea time and lunch break when conducting fieldwork, the researcher noted that various employees through their experience at FRGM highlighted that at FRGM, each day comes with its own needs which may require different approaches to tackle what comes by for instance one employee in the mining section highlighted that it takes a lot for a manager to make sure that employees meet production targets especially when being pressured. This may mean that the manager might have to alter the way he/she deals with the subordinates so as to be able to meet the production targets.

It should also be noted that where both a man and a woman occupy a seemingly same position, they are bound to differ less or not at all in terms of the way have they lead. In one department that is headed by a man and the woman is the assistant, the researcher found that these 2 differed little in the way they behaved towards their employees as both have the same goal to achieve for the department through discussions with some of the non-managerial employees in that department when they were filling out the questionnaires. This concurs with Kanter's (1977) view that male and female managers behave less stereotypic of their gender role when they occupy the same leadership position because they will be conforming to the guidelines about the conduct of behaviour of the given managerial role rather than leading according to their gender stereotype.

It should also be noted that not all women possess feminine characteristics such as being soft and weak but there are some with male characteristics such as being competitive and dominant. This is also the case with men as there are also men who can be just as emotional as women can be. The researcher also confirmed this from the interactions she had with non-managerial employees when they were filling out their questionnaires that there also exist men at FRGM who are also soft and emotional and other females who are tough to the extent that they are actually feared by their subordinates. This concurs with the argument put forth by Solberg (2013) in her study of androgynous leadership. An androgynous leader is a leader who possesses both male and female characteristics such that a leader may act in either a masculine way or feminine ways depending on the situation constraints and needs.

Respondents therefore had mixed opinions towards this issue hence there was the need to also look at other factors that may influence the way managers behave towards their subordinates.

Other factors that may influence leadership styles

In as much as various researchers may highlight that gender plays a major role in influencing leadership styles, it is also worth noting that there are other factors which may influence differences that may be accounted for in leadership styles. Findings from the research indicated that apart from gender, there are also other factors that influence leadership styles. The factors that were identified included among others level of experience, characteristics of subordinates, national culture, and personality of the manager.

The level of experience was identified as one factor that mainly influences the leadership styles adopted by leaders at FRGM. From the responses of non-managerial employees, 22 agreed to this. At FRGM, one of the key issues the researcher managed to find out is the fact that one is promoted into a managerial position not only based on their achievements and educational qualifications but also on their level of experience. Most of the managers at FRGM interviewed highlighted that they have 5 or more years of experience in a leadership position. At FRGM, they believe that someone who is experienced on the job is better capable of delivering good results which benefit the organisation rather than someone new joining the organisation who may not be experienced in a certain field. This concurs with Charttejee's (2009) view that an experienced person as it is said better knows his/her employees thus knows how best to manage them. In Zimbabwe where most of the companies are struggling due to the liquidity crunch, the experience that one has in a leadership position could be a decisive factor in turning around the fortunes of a company through the way the greatest asset (HR) in an organisation is managed.

Linked to experience is also the issue of the age of the leader. A leader's age can play role in influencing the leadership style that one adopts. Most of the people in managerial positions at FRGM are 35years and older. The researcher from her interaction with some of the employees found out they were of the opinion that the older one is, the wiser they are. With age as highlighted by management at FRGM comes the wisdom of being able to deal with various employees in different hierarchical levels. However, in this dynamic environment, even if one is mature, if he/she does not possess the necessary skills, one may fail adopt a style that will be beneficial for the organisation as a whole.

The personality of a leader should be noted as one element that can determine leadership style he/ she adopts. Different people possess different personalities which is the case for leaders thus this may cause them to behave towards other people in a certain way so as to

complement their personality. This concurs with McClure (1993) who is of the opinion that one's personality influence the way he/she interprets the world thereby influences his/her behaviour. Although the researcher got to interact with managers, she was not certain on the types of personalities of managerial employees who adopted autocratic democratic and mixed approaches of leadership styles. This is because the time she had (2 days) is not enough for one to fully observe each individual's personality. The researcher's findings were therefore not conclusive on how personality influences leadership styles taking into consideration the short time she was given to conduct the research at FRGM. It should however be noted that personality of a leader should be accompanied by a conducive working environment for a leader to adopt a leadership style that would be beneficial for the organisation.

At FRGM where most of the managerial employees interviewed highlighted that they have over 10 people reporting to them, it is essential to note that these employees do not possess the same characteristics. The characteristics of the subordinates was therefore highlighted as one of the factors that shape the leadership style of a leader. Characteristics may range from the skills base of the employees, attitudes, values and beliefs. From the responses of non-managerial employees, over 50% (21 of them) agreed that characteristics of subordinates influence leadership styles adopted. The researcher found out that the 10 people who participated in the research from the mining section were comprised of 8 people who held 'O'Level and 2 people with 'A'Level as their highest level of educational qualification whilst the minority of them the researcher interacted with failed to participate in the research because they could neither read nor write. This may therefore serve to explain why the manager in this section highlighted his adoption of the autocratic leadership style as this mainly matches with the low level of skills some of the employees in this section possess. For managers who had skilled subordinates who hold certificates, diplomas and a few holding degrees as their highest level of educational qualifications like in the administration section with departments such as Finance, Information Technology and HR just to mention a few, they mostly highlighted that they adopted leadership styles such as democratic leadership style which suited their skills base of their subordinates. It is therefore imperative for a manager to first look at the characteristics of his/her subordinates before deciding on how to manage them. This concurs with the arguments of Charttejee (2009) that the characteristics of subordinates may also influence the choice of leadership style for a manager.

The success of leadership styles is also attributed to the national culture. Each and every nation has its own culture which therefore shapes the way people behave. Both managerial

and non-managerial employees agreed to the view that national culture can shape the way people behave. It also translates to an organisation set-up which may end up shaping the behaviours managers exhibit towards their employees. This is supported by Rollinson and Broadfield (2002) who are of the opinion that the effects of a culture may be strong enough to determine the appropriateness of a leadership style. The culture of Zimbabwe where people have a much stronger acceptance of hierarchical structures has to some extent determined the leadership styles adopted by leaders at FRGM as the organisation is also hierarchical in nature. The researcher from the findings she obtained at FRGM noted that even though the organisation is hierarchical in nature with the General Manager occupying the top position and a cleaner the lowest, most of the leaders were of the opinion that they adopt a leadership style that they feel would yield good results for the organisation without necessarily taking into consideration the national culture.

It can therefore be concluded that adoption of a certain leadership style by different leaders stems from a wide variety of factors that need to be taken into account.

Characteristics of a good leader in a mining set up

Participants from the research also highlighted what they thought were the characteristics of a good leader in a mining set up. From the interviews that were conducted on managerial employees, they gave different opinions on what thought were the characteristics of a good leader in a mining set up such as being confident, enthusiastic, able to motivate other employees and to groom others to also become leaders just to mention a few. This was also the case for non-managerial employees where they agreed that there are certain qualities that are required for leaders in a mining set up such as being committed to excellence and being a source of inspiration.

From the participants responses, it can therefore be deduced that there are certain characteristics that are required for one to have to be called good leader in a mining set-up and without those characteristics one is not suitable to be called a leader. This therefore somehow serves to support the trait theory which identifies specific traits that distinguishes leaders from non-leaders such as desire to lead, intelligence, job relevant knowledge and honesty and intergrity. This may serve to explain why most of the non managerial employees (17) at FRGM agreed to the view that their managers possessed good leadership qualities regardless of their sex.

However the issue that there are certain qualities that are theoretically stated to define a good leader may not actually be the case in a mining set-up as different situations call for different measures thus there can be a wide range of qualities that leaders in a mining set up should possess which they may not possess but can also learn from others. This may explain the reason why 19 non-managerial employees disagreed to the view that men are born leaders. This may highlight the view that this may only be theoretical but may not actually be practical. There is also need to note that there is much more focus that is placed on the qualities required for one to be a good leader which leaves a gap on what qualities one can be said to possess for him/her to be deemed a bad leader. It may therefore be difficult to distinguish a good leader from a bad one since different situations call for different approaches.

Effects of leadership styles on employee's motivation

Findings from the research also indicated the effects leadership styles have on employee's motivation. Findings indicated that the research mostly revealed that leadership styles adopted by leaders at FRGM have an effect on an employee's level of motivation. From the questionnaires that were administered to non-managerial employees, 20 of them agreed to the view that leadership styles motivate them to perform better. This is in line with Mehta, Dubinsky and Anderson (2003) who found that different leadership styles influence motivation. Participative, supportive and directive leadership styles were found to be effective in eliciting employees to exert high levels of motivation which in turn is associated with higher performance.

At FRGM where productivity is paid emphasis on, the motivation of employees is of paramount as it is a step towards the achievement of an organisation's objectives. The FRGM Quarterly Production Report of August (2015) for instance revealed that there were 316, 151 tonnes mined for that quarter which showed an increase of 37% from the previous quarter's 256, 459 tonnes in the previous quarter. Leaders are therefore tasked to play a major role so as to ensure that employees are motivated so as to improve the organisation's level of productivity through the leadership styles they adopt. This is because leadership styles can either be a source of motivation or demotivation. It is important that organisations pay attention to motivation because employees are the driving force towards the success of the organisation. FRGM is one such company that makes use of its leaders as a way of

motivating its employees as it is said that they are the ones who best understand their employees and thus know how to motivate them.

However it should be noted that in any organisation apart from FRGM, leadership styles is not the only factor that has an influence on employee's motivation. Different things motivate different types of employees at FRGM as they have different needs which is line with the Maslow's (1970) hierarchy of needs. Employees at FRGM especially the plant workers value their health and safety such that attention paid to it results in high levels of motivation. This emphasis on safety is supported by a vibrant Safety and Health Department which makes sure that employees safety needs are catered for. Due to FRGM's emphasis on Health and Safety, the company has over 480 days without any lost time to injury which somehow motivates its employees to perform better.

Rewards are also another element that has an effect on employee's motivation apart from gender. With the current economic crisis where most companies are in liquidity crises, guarantee of financial rewards has become another factor that plays a major role in motivating employees. In the month of March 2016, FRGM embarked on an exercise of cutting down the salaries of its employees by approximately 10% for the permanent employees and also reduced the rate per hour for contract workers from $11 per hour to $8 per hour as a way of reducing its wage bill (FRGM Monthly HR Report of March 2016). Even though FRGM reduced the salaries of its employees last month, the company always strives to make sure that its employees get their salaries on time as a way of keeping a motivated workforce. In Zimbabwe where many companies have been affected by the liquidity crunch which has resulted in many of them being unable to pay their employees salaries not only on time but in full, it should be taken into account that financial rewards play a role in motivating the workforce. Non-financial rewards such as recognition for achievement as highlighted by Herzberg (1923) in his 2 factor theory also motivate employees. FRGM also motivates its employees through the use of the awards such as the employee of the month and long service awards which are held annually.

In the midst of the famous 17 July Supreme Court judgement (SC 43/15) of Zuva Petroleum (Pvt) Ltd vs. Don Nyamande and Kingston Donga which paved way for the termination of employees contracts on a 3 months notice, it can be noted that most employees who have remained on their jobs have lost a sense of job security whilst some suffer from survivor syndrome thus may not motivated to perform better. Guaranteeing employees job security in

this Zimbabwean economy which is fuelled with high unemployment rate could be a huge factor that may influence employee's motivation apart from leadership styles. It is also one factor that was identified by the researcher that most of the employees both managerial and non-managerial at FRGM are now concerned about even though the company is part of other mining companies such as How Mine which did not retrench employees. The company has however only managed to reduce the number of contract workers it takes every month. The FRGM Monthly HR Report of March (2016) indicated that there was a decrease in the number of contract workers hired in the mining section from 100 in February 2016 to 60 in March 2016. For a leader to be able to apply a certain leadership style there should be a conducive working environment where people have for instance job security which can motivate them to perform better. It can therefore be concluded motivation of employees in an organisation is something that can have repercussions on an organisation, thus it takes a lot apart from leadership styles to motivate employees.

CONCLUSIONS AND RECOMMENDATIONS

This section contains the overall conclusions and proposes recommendations on the study that investigated how differences in gender influence the leadership styles adopted in organisations making reference to FRGM.

Conclusions

- Though women seem to have shattered the glass ceiling, certainly women continue to be disproportionately underrepresented in positions of power as highlighted in the study where there are only 6 women occupying managerial roles out of 47 managerial positions at FRGM. This may suggest that much still needs to be done so as to ensure an equal representation of both men and women in leadership positions.
- Based on the findings of this study, similar perceptions and beliefs about female leadership are held by both men and women. This was noted from the findings where most respondents (male and female) still hold stereotypical views on female leadership.
- Men have historically dominated the mining sector thus their continued presence may have impacted on the leadership dynamics within this sector as seen with the number of women that are in leadership positions at FRGM.
- Because mining is regarded to be a brutal profession that is meant for strong men than women, this is why it remains mainly male dominated. Therefore it should also be noted that the underrepresentation of women in leadership positions in the mining sector could also be attributed to socialisation which results in less females choosing mining as a profession thus the starting point may not necessarily be the workplace.
- The overall study revealed that there are other factors which play a role in influencing leadership styles such as level of experience, national culture, characteristics of subordinates and the leader's age.
- Gender may not necessarily be a pivotal issue when it comes to leadership behaviour. What mostly matters is whether one possesses the good leadership qualities and recognisable competent skills that will be capable of meeting the organisation's goals.
- Motivation is regarded as a driving force within an individual thus external elements such as leadership styles may impact on the motivation of employees. This is highlighted from the findings of the research where 20 (13 males and 7 females) non-managerial employees agreed that leadership style motivates them to perform better.

However, other factors such as rewards (financial and non-financial) and job security may also motivate an employee to perform better.

Recommendations

Based on the findings of the study, the following is recommended:

- Management should ensure that there is a workplace culture that is inclusive and embraces gender diversity. When conducting fieldwork, the researcher noticed that some of the male employees at FRGM still hold stereotypical views about males being born leaders thus female leadership is something that has not been fully embraced.
- Because women still continue to constitute the minority group at FRGM in all occupations, there is need for the organisation to continuously have a cultural transformation which would aid in making the mining profession more attractive to women just like the government of Zimbabwe did through its introduction of STEM (an acronym for academic disciplines of Science, Technology, Engineering and Mathematics) in public schools which was aimed at making science subjects attractive to both male and female students as STEM skills are increasingly important in promoting innovation, problem solving in a wide range of industries such as manufacturing and mining and industrialisation of the economy.
- FRGM should strive to ensure gender balance in its recruitment practices so as to increase the women labour force participation. Even though the recruitment policy of FRGM is based on 50% to 50% in favour of both men and women, in a situation where male and female candidates in an interview happen to get the same score, a male candidate is deliberately selected. The organisation thus mostly prefers to hire male employees as it is perceived that they fit well and quickly adapt to the mining environment than women for instance when advertising, it is clearly stated that they prefer male candidates to apply.
- FRGM should strive for the transferability of skills not from the mining sector alone but also from other economic sectors as well so as to attract females more quickly into leadership positions where currently there are not enough females in the pipeline.
- There should be awareness programmes such as workshops, seminars organised by the HR Department with the support of top management so as to sensitize employees at FRGM on issues to do with male and female leadership. This may help in

unfreezing the employees mindsets thus change their stereotypical views about male and female leadership behaviour such as men are born leaders and women are not fit to be leaders.

- Inspite of the efforts that have been made by the government of Zimbabwe to ensure the empowerment females in organisations into leadership positions such as coming up with policies like the affirmative action, FRGM has however failed to deal with socio-cultural stereotypes that have been surrounding female leadership in the organisation. This has compromised the access of females in leadership opportunities. Top management at FRGM should therefore ensure that policies such as affirmative action do not only exist on paper but are fully implemented into the organisation's systems so that underrepresentation of females in positions of power does not continue.

Conclusion

Gender differences do not dictate the way leaders behave thus gender does not play a major role in influencing leadership styles adopted by leaders at FRGM. This is because there are other important factors that need to be taken into consideration before one is stereotypical about what culture and biology has to say about males and female leadership. This therefore disconfirms the Interplanetary theory of gender differences used in the conceptual framework which is based on the belief that genders are innately and significantly different. Factors such as characteristics of subordinates, personality differences and level of experience were therefore identified to be factors that impact more on the adoption of a certain leadership style more than gender. Qualities that make up a good leader in a mining set-up were also identified by the participants. From the findings obtained by the researcher, there are basically little or no differences in the way males and females lead but rather it depends on the situation at hand. The dearth of women in top leadership positions at FRGM may therefore not be as a result of leadership styles but other factors such as perceptions on the set-up in a mining organisation and the type of work that is done there. Leadership styles as highlighted in from the findings of the study were found to have no major effect on employee's motivation but rather it takes a lot to get an employee motivated such as the use of rewards (financial and non-financial) and the presence of job security just to mention a few. Finally, strategies which could help increase the participation of women in top

leadership positions such as the use of workshops and training programs so as to encourage more participation of women in leadership just to mention a few were also proposed.

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APPENDICES

Appendix 1: Questionnaires for non-managerial employees

NB: *Questions 1- 5 requires you indicate your selected response with a tick.*

1. What is your sex?

   Male ☐ ***Female*** ☐

2. Which age group do you belong to?

   20 – 29 ☐ ***30 – 39*** ☐ ***40 – 49*** ☐ ***50-59*** ☐ ***60+*** ☐

3. What is your highest level of educational qualification?

   O'Level ☐ ***A'Level*** ☐ ***Certificate*** ☐ ***Diploma*** ☐ ***Degree*** ☐ ***Other*** ☐

4. How many years of experience do you have in your current position?

   0 – 4 yrs ☐ ***5 – 9 yrs*** ☐ ***10 – 14 yrs*** ☐ ***15 – 19 yrs*** ☐ ***20+*** ☐

5. What is the sex of your manager?

   Male ☐ ***Female*** ☐

NB: *Questions 6- 24 require you to respond to the given statements indicating your agreement or disagreement with each statement given by ticking the appropriate response in the box to the right of the corresponding statement. Boxes labelled 1-5 represent:*

- *1 = strongly disagree* *2 = Disagree* *3 = Neutral*
- *4 = Agree* *5 = Strongly agree*

Question	***1***	***2***	***3***	***4***	***5***
6. I believe that leadership styles differ between men and women leaders.					
7. Female leaders are more considerate, emotional and nurturing than male leaders.					
8.I believe that perceptions about differences in the way male and female managers lead is the reason why there are more male leaders than female in our organisation.					
9. I believe that the mining sector requires male leaders.					
10. I believe that men are born leaders.					
11. I think that females make better leaders than males.					
12. I think that both male and female managers make good leaders.					
13. I believe that a good leader should be committed to excellence, enthusiastic and be a source of inspiration to employees.					
14.I think my manager possesses good leadership qualities					
15. I believe that gender plays a major role in influencing the leadership styles adopted by leaders at this organisation.					

16. I think that leadership styles adopted by our managers is a reflection of the power differences between males and females in our organisation.					
17. I believe that the way people are socialised makes them leaders.					
18.I think that the culture shapes male and female leadership behaviour.					
19. National culture determines leadership style at FRGM.					
20. The level of experience determines leadership style.					
21. I believe that characteristics of subordinates are important in determining leadership style.					
22. I believe that my manager is interested in motivating us to perform better so that we achieve organisational goals.					
23. Leadership behaviour exhibited by my manager motivates me to perform better.					
24. I am satisfied with my manager's style of leadership.					

Appendix 2: Interview Guide For Managerial Employees

Sex .....

Position Held .....

Interview Questions For Management

1. What is your highest level of education?
2. What is your age?
3. How many years of experience do you have in your managerial position?
4. How many people report to you directly?
5. What do you think are the characteristics of a good leader?
6. What do you have to say about the male: female leadership ratio in your organisation?
7. Is there really a difference in the leadership behaviour of male and female leaders?
8. Which leadership style do you apply and why do you apply such a style?
9. What do you think are your subordinate's views towards your style of leadership?
10. What do you think could be causing women's underrepresentation in top leadership positions?
11. Are there other factors apart from gender which play major roles in influencing the leadership styles adopted in organisations?
12. Do you think leadership styles exhibited by leader's affects employee's level of motivation towards work?
13. Do you think employees at FRGM feel motivated to perform better?
14. How do you keep your employees motivated?
15. Do you think our culture shapes the leadership behaviour of male and female leaders?
16. Do you think that the leadership behaviours of male and female leaders are a reflection of their biological differences?
17. What do you think can be done so as to increase the number of women in leadership positions?
18. What strategies do you think can be put forth by the government of Zimbabwe so as to ensure a 50-50 representation of males and females in leadership positions?

Appendix 3: Cover Letter seeking approval to carry out research

Midlands State University

P.Bag 9055

Gweru

20 January 2016

The Human Resource Director

Freda Rebecca Gold Mine

P.O Box 70

Bindura

RE: Application seeking approval to carry out research at your organisation

I am a Fourth Year Undergraduate Human Resource Management student at Midlands State University and I am kindly seeking for your approval to carry out research at your organisation for my thesis entitled "Investigating how differences in gender influence the leadership styles adopted in organisations". A research thesis is part of the requirements for my degree programme thus I would gladly appreciate it if you could assist me by allowing me to gather information related to my thesis citing your organisation. I wish to gather data through the use of interviews for managerial employees and administration of questionnaires to non-managerial employees. Findings will be used for the purposes of the research only. Confidentiality and anonymity of participants will also be maintained.

I hope my application will reach your favourable consideration

Yours sincerely

Tinashe Juliet Ndiura

Appendix 4

Information Sheet for Participants

Midlands State University

Dear Participant

My name is Tinashe Juliet Ndiura and I'm currently a Fourth Year Undergraduate HRM student studying at MSU. I am thereby inviting you to participate in my research thesis entitled "Investigating how differences in gender influence the leadership styles adopted in organisations". The reason behind doing such a research is to gain an understanding how gender influences the leadership behaviour of leaders with the increased entry of women into leadership .Participation in the research will be voluntary and no monetary gain will be derieved from participation. You are also free to withdraw your participation at any point of time you feel you are no longer able to continue. Confidentiality and respondent's anonymity will be maintained .You can also get in touch with my supervisor, Dr C Hungwe on the following email address: hungwec@msu.ac.zw for any further clarification.

I would gladly appreciate it if you would assist me through your participation.

Yours sincerely

Tinashe Juliet Ndiura

Appendix 5: Participant's Informed Consent Form

I have read and understood the Participant Information Sheet for the research thesis entitled "Investigating how differences in gender influence the leadership styles adopted in organisations." Everything that I need to know regarding this research has also been highlighted to me. I therefore voluntarily agree to participate in the research being undertaken by Tinashe Juliet Ndiura.

Signature .....

Date .....