



Key Challenges to Women Project Managers

The Case Study of Addis Ababa Design and Construction works Bureau

A Project Work Submitted to Addis Ababa University College of Business

and Economics,

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Department of Project Management in

Partial Fulfillment of the Requirements for the Degree of Master of Arts in

Project Management

By

Selamawit Yinessu

Advisor Berhanu Denu (PhD)

Addis Ababa, Ethiopia

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BY

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Approved by Board of Examiners

Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

STATEMENT OF DECLARATION

I declare that the study entitled “**Key Challenges to Women Project Managers: The Case Study of Addis Ababa Design and Construction works Bureau**” is my original work. This project work has not been presented for any other university and is not submitted for the fulfillment of any other degree, and that all sources of material used for the project work have been properly acknowledged.

Selamawit Yinessu

Date

STATEMENT OF CERTIFICATION

I hereby declare that the study which is being presented in this project work entitled **“Key Challenges to Women Project Managers: The Case Study of Addis Ababa Design and Construction works Bureau”** is conducted by Selamawit Yinessu for the partial fulfillment of the requirements for the award of master’s degree in Project Management. To the best of my knowledge it is original work carried out by her and it had not been presented for a partial fulfillment for any degree either at this or any other University.

Berhanu Denu (PhD.)

Date

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Abstract

The study explored and identified the how and why of the problems faced by women project manager in the Addis Ababa Design and Construction Bureau. The paper tried to answer the research question as to What are the key challenges affecting women project managers in the Addis Ababa Design and Construction works bureau are and what can be done to make a leveled field for women to play their part well in the construction sector.

This study took a subjective approach to understand the research questions raised thus a Qualitative method was sought to be preferable than quantitative method. Qualitative analysis uses words and opinions to generate information rather than comparing numerical data to generate a conclusion, it allows for gaining an in- depth understanding of the underlying reasons and motivations of the subject (Bryman and Bell, 2003).

The study took a total involved a total of 23 participants which included four women project managers all six former women site engineers who were working in the project management and three female site engineers. Finally, a sample of five male project managers and five male site engineers was used as a sample population for the study. The study involved careful collection and use of a variety of data such as data gathered from both primary and secondary data collection methods for the qualitative data.

The findings of the study show that women in the Addis Ababa design and construction works Bureau still faced the similar challenges women faced in the past and still all specific challenges are not visibly addressed to create a working environment that can attract women to pursue project management as a career and if not addressed its apparent that not much will change in the future.

In conclusion, the project work revealed that female workers and project managers faced several different challenges regarding their gender within the Addis Ababa construction and Design works bureau and outside the bureau in relation to their work.

Chapter I

1. Introduction

The terms “sex” and “gender” are often confused. Sex is a biological type whereas gender is socially constructed and learned, so individuals may tend to be more male or female in a gendered sense (Cartwright and Gale 1995). Then women’s increased representation in top leadership roles, from heads of state to CEO positions, begets the question: does gender matter in leadership anymore? In short, yes. Regardless of whether it ought to matter, gender does matter for both how people respond to leaders and what leaders can bring to their roles. (Hoyt and Goethals, 2017)

Despite much improvement in educational attainment during recent years, young women in Ethiopia are still less likely at the age of 22 to be in paid employment than young men at the same age (Admasu, Yeshwas; Crivello, Gina; Porter, Catherine (2021). The Ethiopian Construction Industry has been growing over the past years and hence projects need the complete use of both Male and Female Human resources to meet its goals. The construction sector is in no way an exception to this general scenario.

Historically, the construction industry has been a male-dominated industry all over the world where occupations were gendered depending on the feminine or masculine skills considered to be required thus creating immense challenges to women who seek to work in the construction industry and today in the 21st century not much had changed in terms of the challenges faced by women. (Rosario Vázquez-Carrasco, Ma. Eugenia López-Pérez and Edgar Centeno 2012) and there are still a wide range of barriers that lead to a lower participation rate of women in construction.

This study will look at the key challenges for women project managers in the Addis Ababa Design and Construction Works Bureau which is aimed at building a cost-effective design which will meet the needs of the people as well as being accessible to its residents. The Bureau which will be the focus of this study is comprised of 205 employees out of which 109 are female with only 4 of them being women project managers.

This project work comprises of six chapters. Chapter one sets an introduction, problem statement, study objectives, research questions, and significance of the study. The second chapter presents a review of related literature and conceptual framework; while the third chapter discusses research methodology. Finally, the Finding of the study, Discussion, Recommendation, and implication is presented in Chapter four, five and Six.

1.1. Statement of the Problem

The study on women project managers work place problems conducted by Duong, Thuong and Skitmore, (2003) shows that the differences that occur between men and women project managers include discrimination against women in general, differences in project management styles and the support from other project managers. Andrew Washbourne Gale and Susan Cartwright (1995) stated that women remain underrepresented as project managers in traditional project-based industries such as construction and engineering just as they have been underrepresented in upper management positions. Since the culture of many project-based industries is inherently masculine in orientation.

Being a girl during a predominantly male trade brings specific demands regarding a way to act in everyday work practices (Agapiou 2002; Olofsdotter and Randevåg 2016).

Ladies typically face a quandary relating to their selection regarding approval, adjustment, or rejection of the masculine territory of construction project management, as a result of their actions may reproduce and reinforce the gender stereotype and structures that requires amendment (Dainty et al. 2000; Olofsdotter and Randevåg 2016). Gale and Cartwright (1995) Based on several previous studies, emphasize that women who progress in organizations are those who learn to fit in, prove a hard-nosed business approach and are seen as having characteristics, attitudes and temperament more like men than women.

Even in developed countries such as the United Kingdom Shanmugam et al. (2006) stated that the construction industry being at its busiest and is suffering from skill shortages in both craft and manual trades, and at the professional level. The issue regarding the lack of women in construction has become more prominent recently, attracting government and industry-wide attention due to this potential skill shortage facing the industry. Likewise, Rosario Vázquez-Carrasco, Ma. Eugenia López-Pérez and Edgar Centeno (2012) By the beginning of 21st century the work of Leonard (Women's Stud Int Forum 24:67–78, 2001) analyzed the state-of-the-art, concluding that not much had changed in terms of the challenges faced by women. Therefore, it may seem appropriate, to readdress the situation for women in management.

In addition, here there exist only few studies conducted with regard to the challenges women face in general in the construction industry particularly in Ethiopia. From the literature survey (Thurairajah, et al 2007) the major barriers have been identified as industry image, career knowledge, culture and working environment, family commitments, male dominated training courses, and recruitment practices. According to Thurairajah, et al (2007) females consider, for example, the equal opportunities record of the construction industry to be worse than males. Marzena Baker, Muhammad

Ali and Erica L. French (2019) the findings also suggest that project-based organizations may need to consider how they increase their innovative capacity and address gender imbalances to capitalize on gender diversity benefits for organizational outcomes. Such evidences being common worldwide, not much, however, has been studied in developing countries in general and Ethiopia in particular justifying the need to closely scrutinize why women have fared much less in the construction industry and, as a result, apparently contribute much less than they should. In other words, while reviewing the literature in the area, we are able to see that there are a limited number of studies in this area and furthermore, the most of the findings of the studies may not be applicable to African countries. Therefore, further research is required to understand the challenges faced by women in developing counties such as Ethiopia. Accordingly, this study is going to be conducted in Ethiopia Addis Ababa taking Addis Ababa Design and Construction works Bureau as a case organization. For this end, it is vital to look into the problems faced by women project managers entering the Construction Industry.

1.2. Research Question

- What are the key challenges affecting women project managers in the Addis Ababa Design and Construction works bureau?
- What can be done to make a leveled field for women to play their part well in the construction sector?

1.3. Objective of the study

1.3.1. General Objective

The general objective of the study is to explore and identify the how and why of the problems faced by women project manager in the Addis Ababa Design and Construction Bureau

1.3.2. Specific Objective

Based on the general objective of the study the specific objectives are;

- To identify the challenges women project managers, face in the Addis Ababa Design and Construction works Bureau
- To identify what need to be done to make the sector conducive for women to play their part well?

1.4. Significant of the Study

The outcome of this study is believed to assist the Addis Ababa design and Construction works Bureau to understand the challenges women project managers face and help in solving the problem and increase the performance of Women project managers in the Bureau. Also, the study might contribute to identifying and the challenges women face at work in the construction sector as well as the mechanisms based on which those challenges can be overcome.

1.5. Scope of the study

The Study will specifically focus on the Challenges of women project managers in the Addis Ababa Design and Construction works Bureau. But the findings can very well be applicable to organizations working in a similar construction sector.

1.6. Definition of concept and terms

For the purpose of this study women project managers will refer to those who are working in the Addis Ababa Design and Construction Works Bureau only

The term challenge refers to those that barriers that affect only women project managers.

Construction sector in the contest of this study refers branch of a government enterprise concerned with the construction of buildings, bridges, etc.

Chapter II

Literature Review

2.1 General Overview

M. J. Legault and S. Chasserio, (2012) stated that project management does not challenge the sociosexual order of social relations between men and women in any way. Instead, traditional gendered patterns are reproduced in the **projectification** workplace, where the ideal worker still appears to be a young man fully dedicated to his job. Kehinde and Okoli (2004) argued that despite the traditionally important contribution of female in construction throughout the medieval age and in most rural areas of continents,, the formulation of the profession in the epoch has created it troublesome for females to stay effective with in the construction sector. One most vital reason for women's under-representation within the industry is known as lack of career advancement, named as "glass ceiling" (Ernest, 2003).

Starke (1979), states that many bad stereotypes have kept women away from entering the project management field. The construction industry displays a butch culture wherever relationships are characterized by argument, conflict and crises (Gale A.W, 1994). The female gender stay underrepresented as project managers in regular project-based industries like construction and engineering as they have been underrepresented in higher management positions as-well. Since the culture of many project-based industries is inherently masculine in orientation and emphasize that women who progress in organizations are those who learn to fit in, prove a hard-nosed business approach and are seen as having characteristics, attitudes and temperament more like men than women (Gale and Cartwright 1995).

In this male dominated profession there are stereotypes regarding the nature of the profession and the professionals themselves (Langford et al, 1994). And still in today's world the construction industry is known to be a male dominated one (Jaafar and Othman 2013).

Thus, it's additionally expressed (Bennett et al, 1999) that women who do enter the construction industry in skilled positions tend to fill technical specialist positions instead of general social control posts and aren't active in developing their careers and on the opposite hand the characteristics of the field itself needs project managers to be additionally active in developing their career in different ways instead of leaning on their organizations to do so (Bredin and Söderlund, 2013). Project Management publications have established that project managers should be the head of their own career (Bredin and Soderlund, 2013). However, this has been extraordinarily troublesome for women project managers as a result of their restricted access to those development opportunities and career support programs (Huemann M, 2010).

The key barrier to the retention of female with in the industry is its prevailing masculine culture (George & Loosemore, 2019) that fails to give applicable for girls and offers them restricted career pathways. Whereas males in construction are likely to be seen as capable, girls relize that their skilled capability is scrutinised, questioned or devaluated (Galea et al., 2018).

Moreover, as study showed that female project managers had a higher tendency to work with the team than the male project managers Mui, & Mulenburg (2004). Neuhauser (2007) while studying what the most important leadership and managerial behaviors for project managers as perceived by female project managers and to ascertain the frequency with which these behaviors are practiced by female project managers showed

that they do not attach as much importance to transformational leadership behaviors as they do managerial skills and transactional leadership behaviors.

Marzena Baker, Muhammad Ali and Erica L. French (2019) findings suggest that project-based organizations may need to consider how they increase their innovative capacity and address gender imbalances to capitalize on gender diversity benefits for organizational outcomes. The equality agenda should move beyond gender politics to anchor itself in professionalism, embrace the femininity values more substantially in job design and appraisal that reward teamwork and foster a cultural change in the industry (Andrea Y. Jia 2020).

The absence of female has been known as a limiting issue for the business inhibiting productivity, and preventing economic growth (Callanan & Perri, 2020; Afolabi et al., 2019). Gender difference additionally also contributes to the talent shortage within the industry (Shewring 2009; Oo et al., 2020), that successively places limits upon economic process (Afolabi et al., 2019). Moreover, gender-diverse workplaces with a larger kind of views are found to be productive and area units thus add worth to firms (Afolabi et al., 2019). Gender equality and variety at work will create a positive contribution to organisational performance (Krishnan and Park, 2005; Gratton, et al., 2007).

2.2. Western and Asian women in the Construction Industry

Duong and Martin (2003) state that while female project managers experienced many problems, male project managers also experience most of the same problems nonetheless the differences that do occur include discrimination against women in general, differences in project management style and the support from other project managers. A study by (Gibson and Balkwell, 1990) instructed that a number of the

selections created throughout the interview method are influenced by the colour of the garment of the girl candidates. This bias angle doesn't stop at the top of the employment method and goes on the far side of that.

Furthermore, The main three challenges that female workers and project managers in the western country such as the United Kingdom, faced regarding to their gender within the construction industry is that the industry does not provide female workers or project managers a positive working culture in addition to limited support within organizations and restrictions from a top down management culture that creates difficulties for women to progress and to perform as a project manager (Mahdavi, et.. al 2018).

Thurairajah, Amaratunga and Haigh, (2007) found through their extensive literature review that image of the industry, career knowledge, culture and working environment, family commitments, male dominated training course and recruitment practices are the major barriers to women in construction in the United Kingdom in particular. Similarly (Turner and Mary Scott-Young, 2020) states that the main Barriers to retention of women in construction is Problems in apprenticeship training Apprenticeship where Simon et al.'s (2016) findings highlighted a need for strong industry partnerships to create female-friendly work experiences in apprenticeship programs. Hostile work atmosphere wherever the key barrier to the retention of girls in the industry is its prevailing masculine work culture (George & Loosemore, 2019) that fails to supply applicable support for ladies and offers them restricted career pathways. More recently, quantitative studies have confirmed that sex discrimination and workplace culture are the most significant barriers to tradeswomen's careers. Poor worker wellbeing that is in recent years has been growing concern over the poor levels of male mental health in the construction industry (Bowen et al.; Cattell et al., 2018). However, emerging evidence

suggests that female construction workers fare even worse than men (Alderson, 2017; Galea et al., 2018).

Kusterer, H. L. (2014) concludes that one may be confident by the mostly communal portrayal of fine management and positive evaluations of women managers, however conjointly apprehensive concerning the masculine norm of management, perceived gender bias in favor of men, and out-of-date gender constructions. Their male colleagues continually expect them to the established order and learn to come with this dominant culture. (Gale and Cartwright, 1995). Pinto, J. K., Patanakul, P., & Pinto, M. B. (2017) findings indicated that there was proof of gender bias in relevance perceived technical ability; in things wherever the perceived technical competence of the task candidate was low, the woman candidate was less probable to be employed over a male counterpart. On the opposite hand, as a candidate's perceived technical ability improved, the ensuring attributions were considerably a lot of help for the woman job seeker who were a lot more probable to be employed over a male candidate. Therefore, we can say that men still play the card of flexibility and consent to unpaid overtime, they reinforce the professional norms of project management; women unwilling to work overtime do not achieve a high score in the evaluation of commitment and tend to abandon in higher proportion. M. J. Legault and S. Chasserio, (2012).

Rosario Vázquez-Carrasco, Ma. Eugenia López-Pérez and Edgar Centeno (2012) pointed out that it seem that conciliation between family and work lives, in general, was a setback for most women making it clear that not much had changed in terms of the challenges faced by women in today's world .Vijayaragunathan and Rasanthi(2019) found that significant barriers to women in construction were identified for fostering female careers in Sri Lankan construction industry. Reveling that most significant barriers are family commitments and lack of female role models.

Marzena Baker and Erica L. French (2018) findings shows that structural practices might contribute to the ongoing woman underrepresentation stating that the structural career barriers distinctive to project organizations embody work practice, presenteeism, reliance on career self-management and also the “filtering of personnel” in employment and promotion practices whereas the results supported institutional theory as an evidence for the factors that influence women’s’ perceptions of their project management careers addressing inequity between male and female is perceived as a structural selection. Sewalk and Nietfeld (2013) found that the largest factors acting as barriers to a lot of girls following construction management as a career are the perceptions and stereotypes of the sector itself which the sector needs to target in altering those perceptions.

Stereotypically, girls in Project Management are generally ‘punished’ or ‘penalized’ below the belt by their employers once they maintain maternity leave or raise kids (Davidson and Cooper, 1993). It has been argued that this discontinuous female work pattern generally below the belt influences company selection in reference to hiring women who are at the early stages of their careers (Burke, R.J and Mckeen, C.A, 1992). In spite of various evidences and studies that show the potency and effectiveness of the women project managers, they’re still thought to be less committed to the organizations and even have larger tendency to be absent from work owing to their “perceived” commitments and responsibilities (EOC, 1984). As a result of this, these ladies are greatly underprivileged once it involves promotions, career progressions, key trainings and then on in these stereotypically male dominant environments (Elias and Main, 1982).

2.3. African Women in the Construction Industry

Holdsworth, et al. (2020) findings showed that female project managers were found to exhibit qualities of transformational, democratic and people-oriented leadership designs. They did not believe that gender ought to be a determinant of their leadership vogue; however that operating as a project manager needed sure leadership skills and competencies to satisfy the project's objectives regardless of gender. A number of barriers known were: gender stereotyping, lack of qualifications, worry of not succeeding, family responsibilities and lack of networking skills and time. Chileshe and Haupt (2007) state that with in the South African industry regular payment, operating conditions, opportunities for promotion and constant learning opportunities were reported by male and female students because the most vital issue impacting career choices whereas family tradition was the smallest factor per to the male, and peers for women students.

Ayarkwa., Agyekum., and Acheampong (2012) stated that both female and male construction professionals in Ghana share the same perceptions on factors which push female entrants from the industry, barriers to female entry, and measures to retain female entrants. The male professionals, however, showed stronger perception on the push factors and the measures to retain female entrants than their female counterparts who are expected to be more concerned. Each team of mavens see higher prospects in different industries, family commitments, long operating hours and trying work setting as barriers to women's entry and retention within the industry. In addition, Discrimination, construction culture, work-conflict, glass ceiling, under representation of women and impact of cultural beliefs are the hindrances that shorten the professional working life of female site engineers on construction sites. Sangweni.N. (2015).

2.4. Ethiopian Women in the Construction Industry

Macabodbod, Cerna and Abas, (2017) state that in comparison with DebreBrehan the Addis Ababa Construction Industry is dominated by males in fact all job classifications in Addis Ababa are dominated by male workers especially the key positions like Project Manager and Project Supervisors further they state that in Addis Ababa there are obvious variations in the average salary of the male and female employees and that male employees take higher overtime than females.

Jonga, Wellington. (2010) study which was focused on identifying the opportunities and challenges available to women who work in the construction industry established in its finding that that very few women are promoted to supervisory and management positions. Furthermore, very few women were skilled workers. The research also identified that women were poorly remunerated for the same skill or work they performed compared to their male counterparts. Further findings enclosed negative pressure from; families, male staff, supervisors and contractors, lack of in-service coaching or skills upgrading, lack of laws handling construction employment within the informal sector, lack of or incapacity of the ministry involved with women's affairs to facilitate women's development and liberation from male domination.

Subsequently, when looking at the reviewed literatures we can clearly understand that there exists a gap in identifying what the key challenges are for women project managers in Ethiopia since there is an extensive amount of cultural and socio- economic difference in different parts off the world the authors have stated that their finding cannot be applicable in African and Asian countries. And those studies done in African countries cannot directly apply to Ethiopia so in order to fill this gap to some limited

extent this Project work has identified what the key challenges for women project managers specifically located in Addis Ababa design and construction work bureau.

2.5. Conceptual Framework

The study applied the following conceptual framework as a guide to show how the different concepts were related to each other.



Figure1.1. Causes of Low participation of Women in construction Project Management

Chapter Three

Methodology

3.1. Introduction to the Chapter

This study took a subjective approach to understand the research questions raised thus a Qualitative method was sought to be preferable than quantitative method. Qualitative analysis uses words and opinions to generate information rather than comparing numerical data to generate a conclusion, it allows for gaining an in- depth understanding of the underlying reasons and motivations of the subject (Bryman and Bell, 2003). It is exploratory and seeks to expose the ‘why’ and ‘how’ of a problem. In doing so, ideas and hypotheses for later quantitative research are often created.

In this section, the description of the study area, study period to collect data, type of the research design that this research has been employed, study population and sampling, data collection tools, data collection procedures, analysis of data, and ethical issues are described.

3.2. Research Design

Qualitative research depends on careful definition of the meaning of words, the development of concepts and variables, and the plotting of interrelationships between these. Observation notes, interview transcripts, literary texts, minutes of meetings, historical records, memos and recollections, documentary films, are all typical examples of qualitative data. (Walliman, 2011)

Case study is “a method of study in depth rather than breadth” (Kothari, 2004). Yin (1984) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984, p. 23)

3.3. Population and Sampling

The target population is said to be a specified group of people or object for which questions to be asked or observed made to develop required data structures and information (Hair et al 2010). Therefore, for this study, the target population includes women project managers.

Purposive sampling has been used for the collection of the qualitative data with the intention of collecting sufficient data on the research questions key informants have been purposefully selected based on their special experience and knowledge on the issue under study.

There are no specific rules when determining an appropriate sample size in qualitative research. Qualitative sample size may best be determined by the time allotted, resources available, and study objectives (Patton, 1990). As Sandelowski (1995) points out, "determining adequate sample size in qualitative research is ultimately a matter of judgment and experience" and researchers need to evaluate the quality of the information collected in light of the uses to which it will be put, and the research method, sampling and analytical strategy employed. Strauss and Corbin (1998) suggest that saturation is a "matter of degree" (p.136). They suggest that the longer researchers examine, familiarize themselves and analyze their data there will always be the potential for "the new to emerge". Instead, they conclude that saturation should be more

concerned with reaching the point where it becomes "counter-productive" and that "the new" is discovered does not necessarily add anything to the overall story, model, theory or framework (p.136).Green and Thorogood (2009, p.120) state that "the experience of *most qualitative researchers* is that in interview studies little that is 'new' comes out of transcripts after you have interviewed 20 or so people". Hence, taking this into account that there are only four women project managers a population size all four was taken due to the small number off sample size itself. Furthermore, a sample of all six out of six former women site engineers who were working in the project management department and who had transferred to the financial department of the bureau was taken and three female site engineers was taken . Finally, a sample of five male project managers and five male site engineers was used as a sample population for the study.

3.4. Source of Data

In order to have an adequate data, the study used both primary and secondary sources of data. As, the primary source of data the study used unstructured interview which helped in answering questions related to the study objectives. And as a secondary source articles, journals, books, records of from the Addis Ababa Design and construction works bureau and other online information's were reviewed.

3.5. Data Collection Method

Data collection in case study is typically extensive, drawing on multiple sources of information (Creswell, 2007). Different methods were selected to gather relevant data from various sources. The study involved careful collection and use of a variety of data such as data gathered from both primary and secondary data collection methods for the qualitative data.

Secondary data was collected from the Addis Ababa Design and construction works bureau records. The Primary data was collected from the women project managers that are working in the bureau using a in-depth interview with participants and observation.

I. In-depth interview

Kothari (2004) defines interview as method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses.

An unstructured interview is selected to get holistic and in-depth information about the situation of the interviewees. In-depth interview helps the researcher to explore and deeply understand how the interviewee view the issues raised. In addition, it enables the research participants to talk and express their feelings and opinion freely. According to Kumar (1999) in-depth interview data collection method is essential in a situation where either in-depth information is needed or little is known about the study area. Thus, in this study in-depth interview was conducted with the study participants. Following this the interview questions was developed taking into account interview question that would help in answering the research question of the study.

III. Observation

Observation is the other commonly used data collection tool in qualitative research. According to Creswell (2014) qualitative observation means that the researcher takes field notes on the behavior and activities of individuals at the research site and records observations. He also stated that it may also enable the researcher to engage in roles varying from a nonparticipant to a complete participant. Therefore, it helps the researcher to get information about the physical set up of the community. Here the strategy the research used is participant observation whereby the researcher watched the subjects under study, with their knowledge, but also participated in their everyday

interactions and meetings (discussions), asked simple questions to the young people that live in the women area under study.

IV. Document review

In order to get additional information about the women in the construction Industry different records from the Addis Ababa Construction and Design Works Bureau and Literature were used as an input of the research data.

Data collection procedure

Different checklists were prepared, which guided the researcher during the interview and discussions. The checklists consist of questions that helped the researcher to explore the research objectives. After the researcher informs the objective of the study to the respondents and ask their willingness to be interviewed and recorded. Then after, the interview with the respondents was documented by note books through their permission that the researcher kept.

3.6. Data Analysis Method

Thematic analysis method will be used in this study for analyzing qualitative data following that the study entails searching across a data set to identify, analyze, and report repeated patterns (Braun and Clarke 2006).The data obtained from interview and other sources will be carefully sorted out and narrated straight. But, in addition, the interview responses of the four respondents will also be cross checked and corroborated against each other's. The same will also be done on the data captured using document review and observation. Finally, data triangulation will be made among the information gained from interview, observation and document review.

3.7. Ethical Consideration

The fundamental ethical principle of social work research is not to force anyone into participating in the study it should always be voluntary hence before starting the study, every participants of the study will be clearly informed about the purpose of the study and the possible length of time the interview could take so that the research would only be carried out with the full consent of the participants.

The principle of informed consent as well as participant wellbeing was given priority over the research objectives at all times. Interviews were, therefore, stopped/ suspended if individuals become distressed in anyway. Therefore, Careful thought was given to the following ethical issues throughout the course of the research project; all information gathered was kept anonymous and confidential, participants' right to privacy was upheld at all times. Each participant was allocated a code known only to the researcher addressed including how the data was recorded in a secured way and to whom it was to be revealed after all.

Chapter Four

Finding and Discussion

4.1. Introduction

This Chapter describes the finding and discusses the data which was collected from the respondent based on the analysis covered in chapter four. An attempt was made to collect relevant data from project managers and site engineers.

4.2. Respondents General Information

Item	Response	Frequency	Percentage
Sex	Male	10	100%
Age	25-35	8	80%
	35-45	2	20%
Level of Education	Degree	7	70%
	MA/MSc	3	30%
Occupation	Site Engineer	4	40%
	Project Manager	6	60%
Years of Experience in projects	0-5	6	60%
	6-10	4	40%
Sex	Female	13	100%
Age	25-35	9	69.2%
	35-45	4	30.8%
Level of Education	Degree	12	92.3%
	MA/MSc	1	7.7%
Occupation	Site Engineer	3	23.1%

	Former site Engineers who are currently working in project finance officers	6	46.2%
	Project Manager	4	30.8%
Years of Experience in projects	0-5	9	69.2%
	6-10	4	30.8%
Total number of respondents		23	100%

Table1.1. Respondents General Information

4.3. Finding of the interviews

Self-Efficacy

The finding of the study showed mixed results regarding the challenges faced by women in the bureau. Current women project managers viewed that the lack of participation of women to pursue their career in the field was that they lacked interest not the opportunity. As they described that most women have low confidence level and regarded themselves as unfit for the job. It was pointed out that almost all of the women in the project department changed their department and field of work to pursue a desk job in the financial department of the Bureau. Hence, some of the current women project managers regarded them as lazy and scared to face any kind of challenges. They also believe that the widely held belief of men towards women as being unable to do the so called “masculine work” is not only shared by men; but also, by most of the women themselves. It is obviously the case that if one thinks they are unfit to discharge a particular responsibility it is highly likely that their effectiveness and success with

respect to careers demanding the discharge of such responsibilities will be considerably compromised

Family and Social Commitment

Some of the women, on the other hand hold a whole lot different view. These women project managers emphatically argue that social and family responsibilities being disproportionately highly shouldered by women pose a rather significant challenge on women in their responsibility as project managers. One of the interviewees has, for example, been quoted as saying the following.

‘ Project management as a responsibility is generally known to be burdensome, stressful and demanding. Such extraordinarily higher level of stressful and burdensome responsibilities as project management, require the incumbent to spare more time and energy from such other responsibilities as family and social. Unfortunately, such endeavors by women to try to relieve themselves of family and social responsibilities are mostly futile. For instance, it is mostly the case that if someone in the family fails sick it is the mother who should be doing much of the caring and treating. Also, making sure that the kids are provided with adequate diet and safety is mostly the province of women than men. . . .’

According to the interview results, therefore, most women would prefer a desk job where the bare minimum is demanded of them. The higher level of predictability and physical comfort provides women with some degree of space so they can absorb the burdens they shoulder in the family.

Lack of Positive Working Culture

Literature and public rhetoric hold it that women should contribute what they should in all walks of life as they constitute half of the populous. There is also so much publicity and fanfare advocating for women to enjoy an environment that is convenient for them to maneuver and thrive in their career of whatever sort. However, whether or not such women are actually enjoying that enabling environment is suspicious. Of course, this issue is advocated generally at the backdrop of the fact that the world that we live in is rather a masculine world requiring a concerted effort to make things convenient for women to thrive and succeed in their careers.

In this regard, it has been found out that almost all of the interviewees asserted that such supports and facilitations are way below what it should be. To make things worse, the interviewees had it, such supports and facilitations are lacking even from other women in the sector. One of the interviewees said for example that let alone men even other women working as project managers had difficulty to realize that women need some support and encouragement so they show interest to work as project managers and pursue their careers on the same once they chose to join in.

Lack of Female role Models

According to the interviewees the required support, advocacy and encouragement have always lacked from most every concerned party. Women who have taken up project management positions anyway have failed to adequately play their role as models for potential women project managers. They could not demonstrate adequate sympathy and encouragement for potential women project managers. The same failure has widely been observed among other stakeholders such as professional associations and others in the sector.

Most of the interviewees, of course, witnessed that there are improvements. But, they have strongly asserted that the rate at which things improve are way lower than they should be with respect to creating a conducive environment for women to take their fair share of responsibility in managing projects.

In fact, in empirical terms there is an increasing trend in the organization that those few women who have taken up project management responsibilities too shift to non-project management positions. They have increasingly opted for positions in the conventional organization (other than project management position) in a bid to assure their comfort and convenience. They do this not that they are particularly after their comforts but that they have additional social and family responsibilities making it way difficult for them to take up other responsibilities that are particularly burdensome and stressful. Project management positions are generally so.

Discrimination and Negative Pressure

It is known that issues in project management are never coming straight forward. Rather, much of the issues will be handled in a situation where there is no clearly stated rule or procedure. This is due to the fact that project are unique and one-of-a-kind. As a result, project managers depend more on their informal influence, communication and interpersonal skills. Using these levers is never easy for women as compared to it is for men. People have difficulty to accept they are influenced by women, while they consider it is okay to be influenced by men. This, general cultural problem has repeatedly been underscored by almost all of the interviewees. One of the interviewees, for example, have been quoted as saying “society has difficulty to accept women as leader. What can easily be executed when it comes from men, it becomes slow and mistaken when it comes from women.” While such a deeply ingrained cultural ethos

take much time to change at macro level organizations can make great improvements by deliberately working on them.

Impact of Cultural Belief

Apart from culture there is also a strong conviction that women are not as capable in shouldering what it takes to effectively manage projects. They stated that the most people had doubted that a woman would be able to do the job effectively and believed a man to be better suited for the job. Thus, almost all clients would not choose a woman to be the project manager and preferred men. In addition, they stated that most men in the field disrespect women project managers and did not want to be ordered by them as they consider them inferior and preferred to accept the direction of a man. This perception holds true not only for those in the field who are uneducated manual laborers which can be found in construction sites but also for most of the men who are educated but obviously have a hidden superiority ego complex. In addition to this, most women face sexual harassment from men in the construction sites both physically and verbally. Furthermore, they stated that the challenges for women is not only external but internal as well in regard to the natural phenomena they face as most women might not be available during their monthly menstrual cycle enduring high pain or pregnant deterring them to travel from site to site as the job demanded, to attend meetings regularly and constantly manage the project which is highly important for the job but might make it challenging at times for women.

Lack of in-service training or skill upgrade and poor remunerations

A majority of women are mostly seen as trustworthy and far from committing fraud in any manner. Nonetheless, when most of the women don't want to part take in any fraudulent activities they are harassed and pushed away and are seen as the wrong doers.

They also pointed out that to be a proper project manager, employees need to upgrade their education to that level but the bureau lacks to provide proper educational opportunities for women project managers in the field to upgrade themselves as the field demanded it which held them back in addition to the lack of growth opportunity, poor remuneration and family responsibilities that awaited them. Consequently, they considered it just hard work with no return gained and hope for the future. In relation to what has changed for women they view that opportunities to pursue the field is better than it was in the past but in relation to recent years not much to no change has occurred for women in regards to the challenges they faced in this area and stressed that they needed support from every angle.

Putting It All Together

The views of the men regarding this research questions was almost identical. They all stated that due to the physical and environmental challenge of the construction industry that women preferred to work a desk job as to the demand of a masculine quality of the industry. Furthermore, almost all clients don't want women project managers as they doubted they will do the job properly as a man would in regards to facing all the physical and environmental challenges that needed to be faced to do the job. Considering that the work required active communication skills, long hours, site visits, and others which most women lacked the interest to face as a challenge and overcome.

In addition, the finding from observing the construction sites showed that most men don't want to take orders from a woman and are seen disrespecting them which is another challenge for women who have to go to construction site and give direction to people. Furthermore, the male respondents noted that they consider women to have the ability to do the work even far better than man if interested to face the challenges that

go with pursuing this work as they considered women to be more attentive, well-articulated and would be suited for managerial positions such as this but lacked the interest to face these challenges. The men consider that the opportunities given to women these days are better than recent years but still today the idea of a women project manager or site engineer is not well internalized and well received by the majority people in Ethiopia.

Chapter Five

Conclusion and Recommendation

5.1. Conclusion

In conclusion, the project work revealed that female workers and project managers faced several different challenges regarding their gender within the Addis Ababa construction and Design works bureau and outside the bureau in relation to their work. It is identified that the bureau does not provide female workers or project managers the necessary tools to minimize the effects of the challenges as there is limited support within organizations, and the existence of a harsh working condition in different aspects of the industry as discussed in the previous chapter specially outside the office can be identified as one of the main challenges for women project managers and women in the offices that blocks them from perusing it as a career. Therefore, can be identified as one of the main challenges for women workers and project managers.

Furthermore, for women to progress or perform as a project manager by overcoming the challenges mentioned in chapter four we can conclude that if all specific challenges are not visibly addressed to create a working environment that can attract women and if not addressed its apparent that not much will change in the future.

It should be noted that the finding of this study shows how different women in different circumstances face a somewhat similar challenges in regards to being a female project manager in a male dominated industry. The literature reviewed in this paper from all around the globe showed how women across the world faced similar challenges in the industry even if the circumstances varied.

5.2. Recommendation

Following the finding of the study its recommended that the Addis Ababa Design and construction works bureau put an initiative to support and empower female project managers and female workers by providing educational and growth opportunities for women and most importantly create an environment that is free from discrimination and safe from any form of sexual harassment and fraud.

In addition, the Addis Ababa Design and construction works bureau should improve prospects in the bureau, by reducing long working hours and make the work environment less stressful and more female-worker friendly.

Furthermore, it is recommended that the government enact legislations which consciously ensure that women feel safe and protected while working on specially in construction sites and other Female experts should be encouraged to serve as role models and mentors to girls and female entrants.

Overall, the findings from this research cannot be applied to the situation of women in project management in other parts offices and due to the time Therefore, there is a gap in the studies and there is a need for further recommendations of research.

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Appendix: I Consent Form

Addis Ababa University
College of Business and economics
School of Commerce
Department of Project Management
MSW Project Work Consent Form

I want to thank you for taking the time to meet with me today. My name is _____ and I would like to talk to you about your experiences and perceptions of community violence and other specific issues concerning this topic. The interview will take about an hour. I will be recording the session because I don't want to miss any of your valuable points (but this will depend on your willingness) during the interview. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on tape, please be sure to speak up so that we don't miss any of your statement. Data will be used only for the purpose of this study. In addition, all the data will be kept solely in the hands of the researcher. All responses will be kept confidential. I will ensure that any information I include in my report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time. Hence, I hereby request you to be open and honest while responding so that the research could succeed and achieve the intended objectives.

Are there any questions about what I have just explained? Are you willing to participate in this interview?

Interviewee

Date

Appendix: II

In Depth Interview Guide for Women Project Managers in the Addis

Ababa Design and Construction Bureau

Part I: Background information

1. Code—————
2. Sex——— Age——— 3. Educational level ——— 4. Your occupation
5. Years of experience in project—————

Part II:

1. Why female project managers are remain underpenetrated in the construction industry?
2. What do you think are the challenges faced by women working in the Addis Ababa construction and design Works Bureau?
3. What do you think is permitting women from perusing a project management career in the in the Addis Ababa construction and design Works Bureau?
4. What are the factors that you believed are restricting women for becoming or performing as a project manager in the in the Addis Ababa construction and design Works Bureau?
5. Do you think there has been an improved condition for female project managers, and what is your view of the future in the in the Addis Ababa construction and design Works Bureau?