PROJECT LEADERSHIP STYLE OF WOMEN PROJECT MANAGERS IN CONSTRUCTION FIRMS IN ACCRA

By

RICHARD KOJO MENYISSE

(BSc. Procurement and Supply Chain Management)

A Thesis Submitted to the Department of Construction Technology and Management of the

Kwame Nkrumah University of Science and Technology, Kumasi in Partial Fulfilment of the

Requirements for the award of a degree of

MASTER OF SCIENCE IN PROJECT MANAGEMENT

November, 2019

DECLARATION

I hereby declare that this submission is my own work towards the MSc. Project Management and that to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree at Kwame Nkrumah University of Science and Technology, Kumasi or any other University, except where due acknowledgement has been made in the thesis.

Richard Kojo Menyisse(PG5326018) …………………   ……………………………

Name of Student and ID   Signature   Date

Certified by

Mr. Peter Amoah   …………………   …………………………

Name of Supervisor   Signature   Date

Certified by

Prof. B.K. Baiden   …………………   …………………………

Name of Head of Department   Signature   Date

ABSTRACT

This current study was aimed at investigating the project leadership styles of women in the road construction industry of Ghana. Five leadership styles were assessed, namely transformational styles, transactional, autocratic, democratic and laissez faire. Objectives for the study included; to identify the leadership styles that is adopted by women project managers in road construction industry; to identify leadership challenges that women project managers face in the industry, and to identify effective ways that leadership challenges of women project managers can be curtailed. In order to achieve the specific objective for the study data was gathered from 50 women selected across various road construction companies in Accra. This number of respondents was achieved using the convenience sampling techniques to draw out respondents who are willing and ready to provide information for the course of the study. A structured research instrument in the form of questionnaires was administered to women in road construction companies selected across Accra. Data was collected after two weeks and IBM SPSS (version, 20) was used in the coding, analysis and display of results. Interpretations were given for each segment of the analysis and results were discussed in line with previous literature. The findings of the research indicated that transformational style of leadership was mostly adopted while laissez faire style of leadership was the least adopted by women project managers. Results also showed that the leadership challenges that women project managers face include the perception that women do not have the expertise in construction hence their ability is often downplayed. The study concludes that setting clear objectives and collaborative approaches is an effective way to curtail these challenges. The study recommends that employees within the construction sector should be schooled on the ability of women as project managers to reduce the stigmatization faced by these women project managers.

Keywords: *Women project managers, leadership style, Road construction*

TABLE OF CONTENTS

LIST OF TABLES

Table

LIST OF FIGURES

ACKNOWLEDGEMENT

Glory be to the Most High God for keeping my hopes alive and granting me this sincere opportunity to write this project work.

In writing this project work, I am grateful to many people for their immense support and effort. My sincere gratitude goes to Mr.Peter Amoah my supervisor for his guidance and supervision and correction of the entire project work. Also am grateful to Dr. Ernest Kissi for research guidance. Finally, I am grateful to anyone who has played any role in making this project a masterpiece

DEDICATION

To my friends and family (Klenam, Aseye, Alexander, and Esther) for their immense contribution to my academic achievement, I dedicate this work to you.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Leadership is concerned with the ability to entice, influence, change, promote and encourage behaviors and thoughts directly or indirectly of subordinates in various fields of the same unit (Gardner, 2012). For the past few decades leadership has played significant role and has remained a proper feature in the effectiveness of management and social behavior across the globe (Bennis, 2007). Due to the importance of leadership and the role it plays in effective management, scholars around the globe have shown high amount of interest in leadership styles and behaviors most importantly in the ever-evolving business environment today. Most often when leaders are mentioned significant portion of perception goes to male dominant leadership. This study however defrays itself from that ideology and focus on women in leadership roles. It has become vital to focus on women in leadership because of their continuous importance in leadership roles and effectiveness. Currently there are a lot of women in the white-color workforce who are creating changes and managing work roles quite effectively and to the dismay of many who thought less of them. The leadership behavior of women continues to bring to the fore debates regarding the difference and types of leadership styles women use in promoting and influencing worker attitudes. The debate further continues as to whether women are good enough leaders and whether their chosen styles of leadership have any difference with their male counterparts. Meanwhile some scholars are of the view that the difference in male and female leadership lies in the final output of subordinates and the overriding impact to the business entity. Other scholars such as (Bass and Avolio, 2010) indicated that the importance and effectiveness of leadership focus on the ability of the leader to select the right persons for the right job at the specific right time. Therefore the

leaders' tendency to see the right attributes in people who are capable of performing credibly is the key measure of leadership.

The orientation to put women at the fore front of leadership roles is not to test the viability of women at the helm of affairs but to give them a ground breaking opportunity to influence behaviors and engage in decision making in their own way. The essence of involving women is to engage them to bring variety in the leadership scope of project management (Appelbaum and Shapiro, 2003). From the time immemorial organizations have used men as the sole leaders in key decision making while women often play the supporting roles. In the 21st century however a massive wave of change has hit most organizations and these organizations have moulded themselves into gender advocates where women lead and hold the fort in many important organizations. These women have played vital roles and their leadership styles have become an innovative ground for social science scholars to further study the effect of women leadership in large organizations.

According to Larson and Freeman (1997), the scope of gender when it comes to leadership is firmly characterized by feminine and or masculine features. Gender, race, class, and other elements of social difference are acknowledged to play an important role in the development of leadership styles. Fitzgerald (2003) suggested that it is impossible to create conceptualizations of leading and managing without taking into account issues of gender.

Although some comprehensive researches have ignored the relevance of gender relations in leadership roles and capacities some contemporary studies have however filled a bit of the void by highlighting and forecasting the relevance of gender (especially women) in management roles (Hearn and Piekkari, 2015). Some studies were reviewed and striking differences in leadership styles were found between gender differences and managerial hierarchy. The effect of these studies have provided some information regarding gender balance and leadership styles adopted. The

conversations that have come up in recent times regarding the effect of gender roles and the right balance of leadership styles have not yielded the necessary results as there is more gender imbalance within these discussions (Cubillo and Brown, 2003).

Some scholars such as Hofstede (2001) for almost two decades have indicated that the masculinity / femininity dimension and which gender leads better almost have a large effect of work in people's lives. This is such that within such discussions in the workplace individuals tend to be artificial hard workers under certain gender type of leaders than others. According to preliminary views that have been gathered regarding the best type of gender type of leadership some key views indicate that masculinity often allows for fairly firm type of leadership while feminist leadership is less firm. In a more male dominant culture and system, the masculine leader influences behaviors using force and pressure to influence workers' attitude towards the acquisition of money, wealth creation and other relevant material things needed for the progress of work. On the other hand, in a more female dominant leadership role or culture there is a moderate force, minimum pressure and empathy that influence the individual to be assertive towards work (Giritli and Oraz, 2004). According to Larson and Freeman (1997) individuals are most likely to do better under a feminine scope of leadership than a masculine scope. These report requires much evidence to support the claims made by Larson and Freeman (1997).

On another breadth, Grogan (1996) in the USA and Coleman (2001) have all found that the gender types in leadership have styles that are very distinctive of the gender leader. For instance, it was posited that women have a more laid back, softer but firm approach and styles in influencing decisions. However, similarities in leadership styles among gender types may exist due to factors such as similar educational, social and economic background (Fitzgerald 2003). Fitzgerald (2003) also recognized family characteristics as a key constituent of similarities in leadership styles of

gender types. According to Powell (1993) and Klenke (1996) the effectiveness of leadership styles maybe influenced by gender types now but in some few years on, women will lead the way because they have more ability to be mentally stronger to conquer unforeseen challenges.

1.2 PROBLEM STATEMENT

Leadership is a multi-dimensional and complex concept that has seen several interpretations and publications written over the years. According to leadership scholars, the scope of leadership is broad and no singular approach has been developed to enhance the understanding of the subject. In spite of the many theories and concepts devoted to leadership there have been various mix and innovations from different leaders. Review of management and leadership literature indicate that effective leadership and perceptions of successful leadership is attributed to masculinity. This is because of the dominant role men play in some of these studies, leaving behind the notion that men are most successful in leadership than women. Although many published studies have been attributed to the role men play in leadership positions such studies have failed to acknowledge the vital role women play if given similar or same opportunities. Only few published studies have been conducted with respect to women in project management roles (Giritli and Oraz, 2004). Langford et al. (2016) state that 'a lack of understanding of knowledge of the industry on the part of social scientists and a lack of understanding of social science by those in the industry has been the cause of this dearth'. Meanwhile there seem to be very limited studies into the leadership styles of women in managerial positions. These limitation has created a very difficult assertion and enough information to appreciate what women have achieved with their distinct leadership skills. The construction sector is variously defined. According to Klenke (1996) the construction sector employs two main workers, that is, managers and professionals. These managers and professionals are responsible for planning, organizing, directing and coordinating affairs. Since little focus has

been placed on women leadership in the construction sector this current study will fill that void by conducting a research into the leadership style of women project managers in selected construction firms in Ghana.

1.3 RESEARCH QUESTIONS

1. What are the leadership styles that is adopted by women in road construction industry?

2. What are the challenges women face in the road construction industry?

3. What are the effective ways that leadership challenges of women project managers can be curtailed?

1.4 AIM AND OBJECTIVES

The aim of the study was to investigate project leadership style of women project managers in road construction firms in Accra.

1.4.1 Specific Objectives

In achieving the aim of the study, the following specific objectives were provided;

1. To identify the leadership styles that is adopted by women project managers in road construction industry;
2. To identify leadership challenges that women project managers face in the industry, and
3. To identify effective ways that leadership challenges of women project managers can be curtailed.

1.5 SIGNIFICANCE OF THE STUDY

This study will provide insight into the leadership role of women in the construction sector. It also provides an empirical basis on which other researches on leadership and personality traits could be built on. Furthermore, the study will provide reasons regarding the under representation of women in senior positions of the construction industry. The study enhanced decision-makers' scope concerning the current literature and to implement standardized criteria when recruiting marketing managers.

1.6 SCOPE.

The geographical scope of this study was Accra. Contextually, the study focused on leadership styles of women project managers in road construction industry. The achievement of this aim was based on data collected from respondents which were the women project managers in the road construction industry.

1.7 BRIEF METHODOLOGY

Research methodology is considered as the general approach to the design process of a study from the theoretical foundation to the collection of data and its subsequent examination (Thurairajah et al., 2006). This section shed light on the methodology adopted for this research. This section was the bedrock on which the activity of the study was built on. It gave a detailed account of the research design, research method and, data collection and instrumentation. It further provided an in-depth explanation of each of the methods employed and how its application facilitates the aims and objectives.

This investigation was conducted utilizing the quantitative way to deal with research. Quantitative research configuration is a formal, objective, methodical procedure in which numerical information are utilized to get data about the world. The investigation utilized well-organized polls

for information gathering. The examination likewise embraced the cross-sectional research plan. Cross-sectional structure as a kind of research configuration including the gathering of data from a given example of populace components just once". The example respondents were chosen staff of development organizations in Accra.

1.8 ORGANIZATION OF THE STUDY

The association of this investigation was caught under five parts. Part one involves the presentation which is sub-partitioned out of background, explanation of the issue, investigate speculation, goals of the examination criticalness of the investigation and the association of the examination.

The subsequent section involved the writing audit which comprised of related hypothetical writing, exact writing and operational definitions and development.

Part three examines the system that was utilized for this exploration. It involves the examination plan, the research design, the sample size, the testing strategies, the information accumulation instrument, and the factual apparatuses which was utilized in the information investigation.

Part four introduces the discoveries and dialogs of the examination. Section five presents end that was drawn from the discoveries, proposals to the examination confinements and setbacks and impediments of the investigation.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This section of the study will delve into the theories that explain the concept of leadership styles available to women in the construction industry. The second part of this section will explore few similar studies conducted by other scholars.

2.2 OVERVIEW OF GENDER IN PROJECT MANAGEMENT PRACTICE

Most project managers are males because of a number of reasons:

- The belief that women are unfortunately technically bankrupt;

- Women are poor decision makers compared to their male counterparts;

- Women are largely not confident in their abilities to engage in the construction sector; and

- Most women show poor leadership qualities.

According to Okoro (2014) women have always been sidelined and have been used as second fiddles. The perception of male dominant leadership roles reflects the entire mindset and status of the behavior of a company or society. According to the scholar most women who contribute so much to organizations remain under represented in leadership positions in most West African states. The shortfall does not exist in other parts of the world especially in this current century. For instance, some studies have been conducted mainly in the US - by bodies like Catalyst or researchers. These studies have indicated quite clearly the dormant nature of women in leadership positions. Organizations have ensured that women are not given so much role to play in leadership positions therefore studies have found that women tend to stagnate at second level positions and they are not making their way into senior management. But this can vary by industry. It is fair to say that industries like heavy projects and construction have always tended to have poorer

representation - on the other hand at British Airways two thirds of the project managers are women (Okoro, 2016). There is evidence that more and more young women are entering the profession across all sectors, which is bound to start levelling up the playing field over time.

Some scholars indicated that the best man for the job may often be a woman. There are significantly fewer women than men in managerial positions, particularly in the area of project management. Several reasons have been suggested for this. One is that project managers are mainly found in the construction and engineering industries- which are traditionally male dominated areas where leadership is said to depend on macho qualities. In addition, managerial careers have traditionally been male oriented with women being perceived as being less effective in managing, controlling and exerting authority. However, it is agreed that the involvement of more women could benefit the project management professions by providing new blood and energy. Despite this, little change has actually taken place to date.

2.3 LEADERSHIP STYLES

Rosenbach and Taylor(1993) defined leadership as "a process of getting individuals to co-operate for the success of something which would not be possible without the leaders influence between a leader and his followers to achieve organizational objectives through making charges". In spite of the fact that there are several leadership styles, this study focuses on five styles of leadership because it deems it attractive to the socio- economic and organizational challenges that project managers are faced with today. In support of this view many theorists assert that transformational leadership, transactional, democratic, autocratic and laissez faire fits best in such environments (Pashavi et al., 2012). In conclusion, the level of human conduct of both leader and follower is increased by transformational leadership (Krishnan, 2005).

2.3.1 Transformational leadership Model

Transformational leadership was originally articulated by (Burns, 1978). It can be described as a type of leadership where the leader engages the follower and ensuring that both entities are elevated to higher planes of motivation and morality while attending to a common purpose (Phipps and Prieto, 2011).

2.3.2 Transactional Leadership styles

Value-based initiative depends increasingly about "exchanges" between the pioneer and supporter by which devotees are made up for gathering explicit objectives or execution criteria. The value-based pioneer will initially approve the connection among execution and reward and afterward trade it for a proper reaction that urges subordinates to improve execution.

2.3.3 Democratic leadership

Democratic leadership also known as participative leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. This type of leadership can apply to any organization, from private businesses to schools to government.

2.3.4 Autocratic leadership

Autocratic leadership is vital in many workplace environments. This style is necessary within organizations and companies that demand error-free outcomes. The autocratic leadership process generally entails one person making all strategic decisions for subordinates.

2.3.5 Laissez-faire leadership

Laissez-faire leadership is that kind of leadership where subordinates are given the luxury to undertake whatever duties and responsibilities they so wish. The ideas and decisions are further relayed to the manager or supervisor.

Table 2.1

Leadership styles	Reference
Transformational leadership	Dawnson (1985)
Transactional Leadership	King and Bass (1970)
Democratic leadership	Goleman (1990)
Autocratic leadership	Lewin (1930)
Laissez-faire leadership	Lewin, Lippitt, and White (1939)

Source: Author's Construct (2019)

2.4 CHALLENGES ASSOCIATED WITH WOMEN PROJECT MANAGERS

Henderson et al. (2013) researched into ladies project management in parts of North America. The motivation behind this investigation is to investigate ladies venture administrators as a gathering so as to produce new comprehension about the present task setting inside which they work and to advance new research-based thoughts for upgrading their potential in business associations. To this end, the paper investigated their socioeconomics and undertaking attributes, their task difficulties and issue selling moves, and their points of view on the favorable circumstances and detriments for ladies in this calling. Information were gathered utilizing quantitative and subjective survey things of 211 female venture administrators in North America. The examination results show critical relationship among ladies venture administrators' vocation, age, cost of their

activities, and their expert confirmations. Furthermore, their difficulties and issue-selling moves produce six variables identified with their impact of others. Finally, the outcomes uncover ladies' self-described points of interest and burdens in the undertaking the executives calling demonstrating that while ladies venture administrators do keep on encountering minimization from sexual orientation predisposition, they are utilizing specific employment difficulties and issue offering conditions to further their potential benefit in traveling through sex inclination. A few researchers, in venture the board have recognized a few difficulties that ladies venture supervisors manage. Refusal by some specialist co-ops (contractual workers or expert groups) to execute guidelines given with respect to the undertaking since guidance originated from a ladylike. Because of this shame ladies needed to work twice as difficult to demonstrate that they can do the work.

- There are endeavors to fix ladies venture administrators so as to keep away from results of non-execution.

- Absence of mentorship from female associates who were at that point in the association. The ladies who are there are investing a large portion of their energy demonstrating their value and this allows for preparing and coaching young ladies who are entering the calling.

- Force her down disorder this is as yet a noteworthy test today where a few ladies make a special effort to disrupt achievement of tasks different females are engaged with. Ladies are not supporting one another.

- Poor Wellbeing rules nearby.

- Not satisfactory lay offices on location for ladies.

- Trouble in adjusting work and family lives.

A few bosses utilize ladies as undertaking directors as a method for consenting to business value enactment and this occasionally influence general yield in light of the fact that lone couple of ladies have the master aptitudes.

Table 2.2: Challenges Associated With Women Project Managers

Challenges	Reference
Demographic challenge	Henderson and Koh (2013)
Bribery	MacGregor (2003)
Lack of mentorship	MacGregor (2003)
Poor safety rules	MacGregor (2003)
Lack of mentorship	MacGregor (2003)
Inadequate rest facilities	MacGregor (2003)
Difficulty in balancing work-life	MacGregor (2003)
Stigmatization of women	MacGregor (2003)
Lack of social groups for project women	MacGregor (2003)

Source: Author's Construct

2.5 EFFECTIVE ROLE PLAYED BY WOMEN PROJECT MANAGERS

All in all, there have been two alternate points of view for being a compelling venture director (Pinto et al., 2007). One is worried about close to home attributes vital for dealing with an undertaking and the other one is worried about basic issues looked by task supervisors (Pinto et al., 2007). The last point of view has been censured by various scientists including. He communicates the view that the serious issues of task chiefs are not specialized in nature (Pinto et

al., 2007). Adams (1979) announce that a viable undertaking administrator is a communicator, chief, integrator, group pioneer, and in charge of work environment atmosphere.

So also, Bennis and Nanus (1985) affirm that viable venture administrators are the individuals who oversee changes by rousing development in undertaking colleagues to conquer challenges. Anderson (1992) additionally expresses that those venture directors who have high caliber administrative abilities and experience are viable and all the more frequently connected with better venture execution. Besides, Thamhain (2004a) states that viable venture supervisors are the individuals who move and energize their colleagues, make them feel glad to be a piece of task group, set clear venture dreams, missions, and objectives, construct an assembled undertaking group, and demonstrate an abnormal state of commitments and acknowledgments. In such manner, Stylist (2005) underlines that successful undertaking directors are the individuals who follow the advancement of their ventures, foresee issues, and proactively unravel them.

In any case, Barkley (2006) stresses that successful venture directors are the individuals who make a situation of trustworthiness, trust, duty, pride of workmanship, and open correspondence so as to inspire their colleagues to perform work to the best of their endeavors. Moreover, Wysocki (2007) takes note of that viable undertaking supervisors are the individuals who apply synergistic ways to deal with determination venture debates and urge their colleagues to contribute more to extend works.

Powerful venture chiefs strive more when the hierarchical business is questionable, dynamic, and testing (Norrie and Walker, 2004; George, 2009). They manufacture shared trust, focus on individuals' thoughts and sentiments, and show concern and compassion towards individuals (Likert and Hayes, 1957; Blake and Mouton, 1964). They likewise direct preventive activities and

lead work conditions towards tasks' objectives through making a functioning domain and including all undertaking partners (Burke et al., 2007).

Gaddis (1959) and Davis (1969) underline involvement, initiative, arranging, and following up errands as fundamental prerequisites empowering venture chiefs to be viable. In such manner, Kouzes and Posner (1987) points out the key necessities for venture chiefs to be compelling: correspondences (for example tuning in and inducing), objective fixing and investigation (for example arranging, objective setting, and dissecting), group building (for example compassion, inspiration, and esprit de corps), initiative (for example sets a model, vivacious, vision or enormous picture, representatives, and positive), adapting abilities (for example adaptability, imagination, tolerance, and perseverance) and mechanical abilities (for example experience and venture information). Pettersen (1991b) likewise gives a survey of what the principle creators have expressed about what is required for undertaking chiefs to be powerful. He depicts these necessities as far as fitness, aptitudes, capacities, and distinctive individual qualities (Pettersen, 1991).

Table 2.3 Effective Roles Played By Women Project Managers

Effective Role	Reference
Clear objectives and Missions	George (2009)
Collaborative approach	Wysocki (2007)
Problem Tackling	Pinto (2007)
Effective planning	Barkley (2006)
Open communication	Bennis and Nanus (1985)

Source: Author's construct, (2019)

2.7 EMPIRICAL LITERATURE REVIEW

Shanmugam et al. (2006) researched the authority of ladies in development segment in Manchester. This exploration paper looked into different written works on 'ladies in development', 'instructive and official authority' and 'sex and administration' so as to inspect the initiative styles in development related with ladies. From the writing overview it is uncovered that ladies embrace fair and participative authority styles in the corporate world and in instruction. From this one might say that the ladies have the ability to deal with the development condition both the business just as the scholarly community. This equitable participative style can fall under the real class of 'transformational' administration style which is the favored authority style utilized by ladies. The qualities of transformational initiative identify with female qualities created through socialization forms that incorporate structure connections, correspondence, agreement building, control as impact, and cooperating for a typical reason. All the more explicitly, numerous creators allude to transformational initiative as a ladylike authority style. Anyway the obstructions relating to development, industry specifically, might be a major test for ladies to utilize the transformational administration style towards their laborers. Such hindrances are one reason behind the under-portrayal of ladies in senior administration positions. In such manner this paper likewise recognized a few boundaries looked by ladies in catching the top most position in both development industry and scholastic associations. In the scholarly setting socialization and stereotyping could be said as the hindrances for ladies looking for a senior situation in instruction. Likewise, some interior obstructions, for example, one's absence of certainty, absence of intensity and dread of disappointment have been recognized for ladies passage into instructive initiative position.

The effect of task directors' authority on venture achievement has been one of the fundamental worries for both scholastic and reasonable areas (Kendra and Taplin, 2004; Turner and Müller, 2005). For example, the effect of a dream as one of the key parts of venture chiefs' administration on task achievement is appeared by Christenson and Walker (2004); the effect of a strong domain made by undertaking administrators' initiative on undertaking achievement is featured by Thamhain (2004); and the effect of the transformational authority style of undertaking directors on venture achievement is appeared by Prabhakar (2005). Aronson et al. (2010) likewise find that building exercises (vision, values, social ceremonies, and images) of venture supervisors' administration can essentially influence the spirits of undertaking colleagues and subsequently add to extend achievement. Correspondingly, Milosevic and Patanakul (2005) distinguish institutionalized task initiative including arranging, correspondence, vision, and relational aptitudes which can unequivocally add to extend achievement. In like manner, Morris (1988) stresses that poor administration as a disappointment factor negatively affects commencement and arranging, execution and controlling, and shutting periods of ventures.

Yang et al. (2011) likewise announce that an expansion in the degree of authority of venture directors can improve the connections between undertaking colleagues and in this manner improve the probability of task achievement. Essentially, Fortune and White (2006) express that fruitful undertaking results depend incredibly on successful venture directors with solid initiative capacities. Similarly, Hyväri (2006a) recommends that evaluating the viability of undertaking chiefs can be communicated regarding the outcome of their initiative's way to deal with making progress. In any case, by and large, the venture the executives writing has principally disregarded the commitment of the job of undertaking chiefs and their initiative to extend achievement (Turner and Müller, 2005; Müller and Turner, 2007).

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter three provides a tentative step by step approach towards the methods and approaches used in this current study. The approaches are needed to arrive at an evaluative analysis. This section also provides prior information on the analysis that will be adopted in the subsequent chapter.

3.2 RESEARCH DESIGN

According to Kerlinger (1986) a research design provides a structured plan for the investigation of behaviors and response to research questions. The quantitative approach to research was evidently used for this study because opinions are converted into figures. As part of the quantitative approach, descriptive statistics was used in order to describe the responses of individuals. The cross-sectional research design was used in this study. According to Malhorta, Hall and Shaw (2007) the cross sectional research design is defined as the design that allows information or data to be gathered from respondents only once.

3.3 RESEARCH METHOD

According to Burns and Grove (2005) the quantitative research method as well as the deductive research method was used as the main method to arrive at the conclusion of the analysis. Quantitative approach will be used for the study so that opinions offered can be quantified so as to reduce researcher bias in the interpretation and analysis of results.

3.4 TARGET POPULATION

Kothari (2004) defines population as the members or target respondents required to solicit information. The population to be considered in this study are women project managers in the Greater Accra region.

3.5 SAMPLE SIZE

McNeese-Smith (1999) indicated that sample size provides a statistical significance to which information can be gathered from a set of chosen people. The size of the sample determines the statistical precision of the findings. The sample size for this study was fifty (50) women selected across 10 construction companies in Greater Accra such as Inocon Group Limited, Limerica Ghana Limited, Asanduff construction, Nimo Construction Company, BraGha Company Limited, Joshob Construction Limited, One Energy Construction Limited, PSA Builders, Krane Construction Limited and De Simone Limited. In each company 5 women were selected hence 50 women were sampled in all. The sample size of 50 women was chosen on the basis of sample sizes used in previous studies thereby certifying the central limit theorem which states that 30 is an adequate sample in the research context as posited by Kar and Ramalinga (2013). The census method of sampling was the main criteria used for obtaining this size.

3.6 SAMPLING TECHNIQUE

In selecting the sample size purposive sampling was used. According to Patton (1990) purposive sampling is another type of non-probability sampling technique where individuals are subjected to some specific characteristics. The researchers used purposive sampling technique because the target population was specifically women in the construction sector in Greater Accra region.

Also the research used convenience sampling technique in selecting the target respondents. Convenience sampling technique was used because the researcher wanted respondents who are available and willing to participate in the study.

3.6 DATA SOURCES

The research made use of primary source of data. Reitz and Wing (2008) defines primary data as "observations that can be replicated by subsequent investigators such as element representation and taxonomic identification". Primary data will be collected from the target population using questionnaires designed to solicit the necessary information needed for the research. The research also made use of secondary source of data as well. Ghauri and Gronhaug (2002) described secondary data as information collected by others that is distinct to their own purpose other than the researcher's intent. Secondary data was gathered from relevant reading materials from the internet, journal of psychology and articles relevant to the study, relevant books on issues relating to construction and project management.

3.7 STUDY INSTRUMENTS

Questionnaire was used as the main research instrument for data gathering in this study. According to Burns, Gosh and Mukhopahyay (2009) questionnaire comprise series of questions that is guided by specific objectives in order to arrive at definite research finding. There are closed and opened ended questions but in this study Closed-ended questionnaires was used because data collection was made fast, minimizes bias and the data to be collected was easy to code.

3.8 DATA ANALYSIS

The analysis will include mainly descriptive statistics. Descriptive statistics will involve analysis of data using arithmetic mean, percentages and standard deviation. All these will be achieved with the help of Statistical Package for Social Science (SPSS version 23).

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

This chapter gives detailed analytical information regarding the data gathered during the data collection period. The data analysis of this study mainly includes descriptive statistical analysis. This statistical tool is employed because of the nature of the specific objectives. The analysis of the study begins with demographic analysis of the type of respondents sought after. The analysis proceeds further to provide analytical information on each of the specific objectives of the study. The analysis is concluded with the discussion of main findings where results obtained in this current study are linked with similar studies conducted before. The following objectives are targeted in this section of data analysis;

1. To identify the leadership styles that is adopted by women project managers in road construction industry;

2. To identify leadership challenges that women project managers face in the industry, and

3. To identify effective ways that leadership challenges of women project managers can be curtailed

4.2 BACKGROUND OF THE RESPONDENTS

This section discusses some relevant information about the respondents. The background of the respondents provides facts concerning the profile of the respondents. This aids in judging the extent of reliability of the responses given by the sample. Text and tables were utilized in providing a description of the sample.

4.2.1 Age of respondents

Figure 4.1 demonstrates the age category of respondents sampled in this study. The age of respondents is distributed across age groups such as 35-44years, 45-54years and 55-65years. The age group of 45-54years of women managers in project construction firms in Accra is largely represented by 25 respondents. Also only 19 women in project construction are between the ages of 35-44years. Very few women in project construction represent the age group of 55-65years.
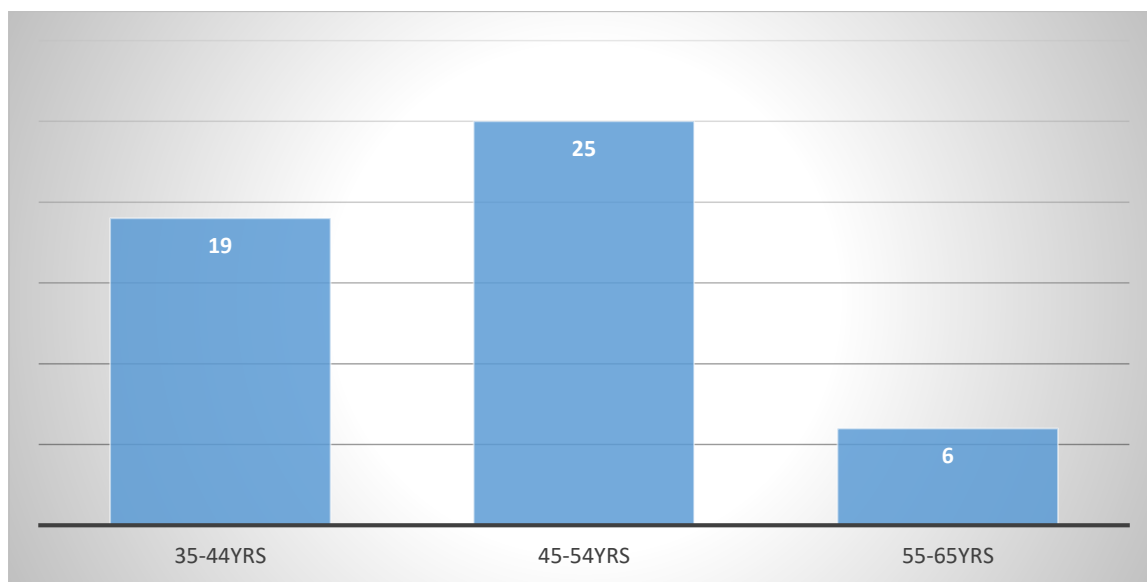
Figure 4.1: Age of respondents.

Source: Field Survey, 2019

4.2.2 Level of Education

Figure 4.2 demonstrates the highest level of education attained by respondents or women in construction projects in Accra. From the information gathered 74% of women have attained degrees while 26% have attained professional certification as their highest level of education.
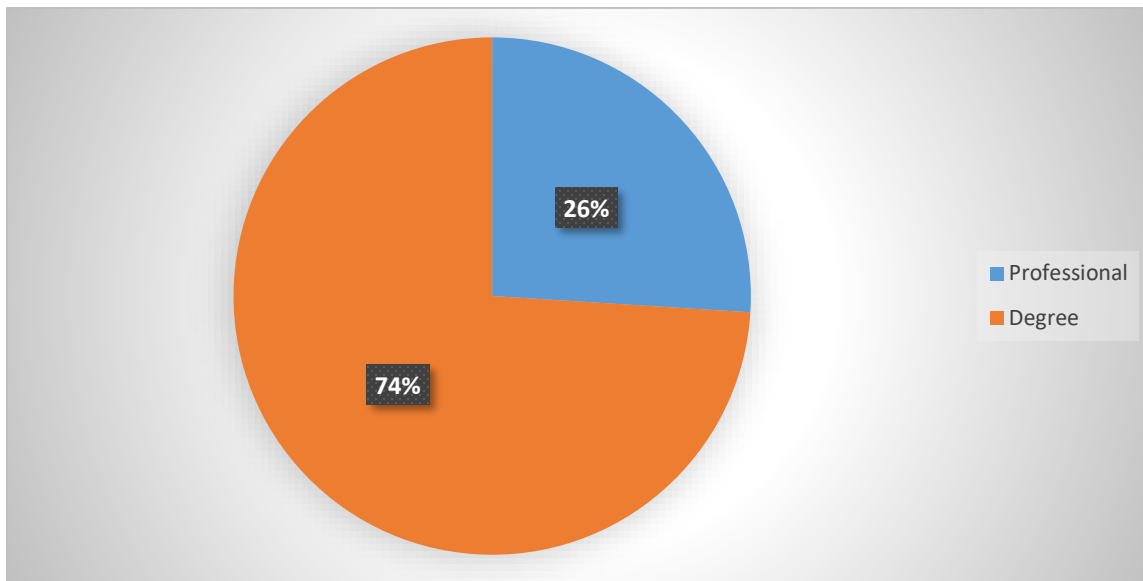
Figure 4.2: Highest level of education

Source: Field Survey, 2019

4.2.3 Years of experience

Figure 4.3 demonstrates the length of time women in project construction have worked in their respective organizations. Exactly 17 respondents indicated that they have worked in their respective workplace for 3-5years and 5years and above. However only 16 respondents have worked in their respective workplace between 1-3years.
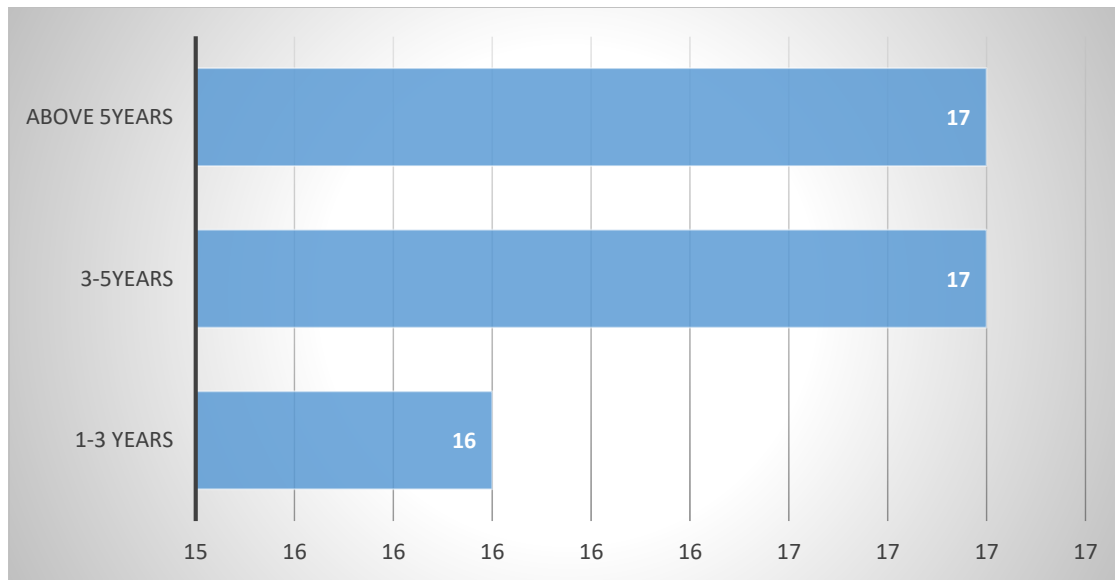
Figure 4.3: Years of experience

Source: Field Survey, 2019

4.3 LEADERSHIP STYLES THAT IS ADOPTED BY WOMEN PROJECT MANAGERS IN ROAD CONSTRUCTION INDUSTRY

This section of analysis provides information on all types of leadership styles and the type often associated with women project managers. The leadership styles tested include transformational style, transactional style, democratic, autocratic and laissez faire styles. From the analysis transformational leadership style is mostly used and adopted by women project managers while laissez faire is often not used by women project managers in the road construction industry. The other styles of leadership are used intermittently and as and when the need may arise.

Table 4.1 Descriptive Statistics of Leadership Style

	Items	R	Mean	Std. Deviation
1	**Transactional Leadership**	**1st**	**5.42**	
	Women project managers provide reward package for all performing staff	2nd	3.98	.622
	Women project managers are quick to entice staff to perform well in exchange for gifts	3rd	2.66	.626
	Women project managers acknowledge staff who show distinction in their core duties	1st	4.20	.495
	Valid N (listwise)	50		
2	**Transformational Leadership**	**2nd**	**4.10**	
	Women project managers encourage workers to achieve personal goals	2nd	4.36	.485
	Women project managers usher subordinates to work diligently at all times	1st	4.42	.415
	Women project managers entreat staff to be critical when performing core duties	3rd	3.52	.814
	Valid N (listwise)	50		
3	**Autocratic Leadership**	**3rd**	**3.74**	
	Women project managers make all decisions for subordinates 90% of the time	3rd	3.36	.802
	Women project managers ensure that every duty is authorized through her	2nd	3.78	.418
	Women project managers do not tolerate errors in outcomes	1st	4.08	.488
	Valid N (listwise)	50		
4	**Democratic leadership**	**4th**	**3.65**	
	Women project managers ensure high level participation among all staff	2nd	3.92	.566
	Decision taken by Women project managers is all inclusive	3rd	3.08	.829
	Valid N (listwise)	50		

5	Laissez-faire leadership	5th	2.49	
	Employees are generally allowed to take the group decisions that suit them	3rd	2.40	.495
	Women project managers ensure zero consultation from top management	1st	2.64	.802
	By virtue of this type of leadership style workers are productive	2nd	2.42	.499
	Valid N (listwise)	50		

Source: Field Survey, 2019

Transactional leadership style was ranked first according to table 4.1 with an average mean of 5.42. From the statistics the mean value of 3.98 showed that respondents agree Women project managers provide reward package for all performing staff. Also the mean value of 2.66 showed that respondents neither agree nor disagree that Women project managers are quick to entice staff to perform well in exchange for gifts. However, the mean value of 4.20 showed that women project managers agree that they acknowledge staff who show distinction in their core duties. From the responses gathered there is a somewhat positive assertion that transactional leadership style is exhibited by women managers in project construction.

Transformational leadership style of women in the project construction industry was ranked 2nd with a mean score of 4.10. The mean value of 4.36 indicated that women project managers agree that Women project managers encourage workers to achieve personal goals. The mean value of 4.42 showed that respondents agree that women project managers usher subordinates to work diligently at all times. Lastly the mean value of 3.52 showed that respondents agree that Women project managers entreat staff to be critical when performing core duties. These information summarizes the transformational leadership style of women in the project construction industry.

From the responses it is clear that there is a positive assertion on the transformational leadership style of women in the project construction industry.

Autocratic style of leadership was ranked 3rd . The mean value of 3.36 showed that respondents neither agree nor disagree that Women project managers make all decisions for subordinates 90% of the time. Also the mean score of 3.78 and 4.08 showed that respondents agree Women project managers ensure that every duty is authorized through her and that Women project managers do not tolerate errors in outcomes. The responses show that women project managers are quite autocratic in their discharge as leaders.

Democratic leadership of was ranked 4th. The mean value of the first variable was 3.94 which depict that, women project managers agree that they ensure exchange of ideas from top to lower level management. Also the mean score of 3.92 showed that respondents agree that Women project managers ensure high level participation among all staff. Meanwhile the mean score of 3.08 showed that respondents neither agree nor disagree that decision taken by women project managers is all inclusive. These responses show a somewhat positive assertion that women in project construction are quite democratic.

Laissez faire leadership style was ranked 5th. The mean scores of 2.40 and 2.42 showed that respondents disagree Women project managers ensure zero consultation from top management and that By virtue of this type of leadership style workers are productive. Meanwhile the mean value of 2.64 showed that respondents neither agree nor disagree that Women project managers ensure zero consultation from top management. That standard deviation of 0.499 and 0.495 showed that responses gathered are closely spread across the mean. The responses analyzed showed that women project construction managers do not employ the laissez faire leadership style.

4.4 LEADERSHIP CHALLENGES FACED BY WOMEN PROJECT MANAGERS IN THE ROAD CONSTRUCTION INDUSTRY

From the analysis for this specific objective the women project managers indicated some challenges associated with their work and status. The main challenges identified include the belief that women do not have the expertise in construction hence their ability is often downplayed. It is also identified that the trust associated with Women Project Managers' leadership is very minimal. It was also found from the analysis that Women Project Managers' do not get as much support to excel in their leadership duties as men. These summarizes the challenges women project managers face in the road construction industry of Ghana.

Table 4.2 Descriptive Statistics of Leadership Challenges

Items	R	Mean	Std. Deviation
Women Project Managers' directions are often ignored	3rd	2.90	.909
The age of Women Project Managers' breeds disrespect among subordinates	6th	2.44	.501
There is a belief that women do not have the expertise in construction hence their ability is often downplayed	2nd	3.94	.913
Women are poor resource managers in construction	5th	2.82	.388
The trust associated with Women Project Managers' leadership is very minimal	4th	3.80	.404
Women Project Managers' do not get as much support to excel in their leadership duties as men	1st	4.38	.490
Valid N (listwise)	50		

Source: Field Survey, 2019

Table 4.2 provides information on respondents' views on leadership challenges faced by women in project management position. The mean score of 2.90 showed that respondents neither agree nor disagree that Women Project Managers' directions are often ignored. Based on the response

rate this item does not constitute leadership challenges faced by women in project construction industry.

Also the mean score of 2.44 suggest that respondents disagree that the age of women Project Managers' breeds disrespect among subordinates. This response rate also showed that this item of age do not constitute the challenges faced by women project managers. The mean score of 3.94 showed that respondents largely agree that women do not have the expertise in construction hence their ability is often downplayed. Based on this response this item serves as a challenge to women project managers.

However, the mean score of 2.82 showed that respondents neither agree nor disagree that women are poor resource managers in construction. Based on this response rate this item does not serve as a challenge. Also the mean value of 3.80 indicate that respondents agree that the trust associated with women Project Managers' leadership is very minimal. This response has identified another challenge that women project managers encounter.

Lastly the mean score of 4.38 indicated that respondents agree that women Project Managers' do not get as much support to excel in their leadership duties as men. This item also represent, a challenge that women are faced with in the construction industry. The standard deviations less than 0.5 indicate that responses are closely spread across the mean response.

4.5 Analysis on the effective ways to curtail leadership challenges

In tackling the challenges faced by women project managers in the road construction industry some effective approaches have been outlined which require further discussion and probe. From the analysis it was identified that setting clear objectives is an effective way to curtail challenges,

Collaborative approach helps to curtail challenges, Tackling operational problems promptly helps to reduce challenges and Proper planning are all effective ways to curtail challenges.

Table 4.3: Descriptive Statistics of Effective Ways to Curtail Leadership Challenges

Items	N	Mean	Std. Deviation
Setting clear objectives is an effective way to curtail challenges	2nd	4.32	.471
Collaborative approach helps to curtail challenges	1st	4.40	.728
Tackling operational problems promptly helps to reduce challenges	4th	3.56	.733
Proper planning is an effective way to curtail challenges	2nd	4.32	.471
Open communication is relevant to curtailing challenges	5th	3.06	.620
Valid N (listwise)	50		

Source: Field Survey, 2019

Table 4.3 provides information on the effective ways to curtail leadership challenges among women project managers. The mean value of 4.32 indicates that respondents agree that setting clear objectives is an effective way to curtail challenges for women project managers. The mean value of 4.40 showed that respondents agree that collaborative approach is an effective way that helps to curtail challenges.

The mean score of 3.56 and 4.32 indicates respondents agree that tackling operational problems promptly helps to reduce challenges and that proper planning is an effective way to curtail challenges. However the mean value of 3.06 indicates that respondents neither agree nor disagree that Open communication is relevant to curtailing challenges. Therefore open communication is not largely an effective measure to curtail the leadership challenges faced by women project managers.

4.6 DISCUSSION OF MAIN FINDINGS

The discussion of main findings is conducted in line with the specific objectives of the research and their findings thereof. These findings are linked to studies already conducted by other scholars in different jurisdictions.

4.6.1 Leadership styles that is adopted by women project managers in road construction industry

A tentative descriptive analysis was conducted using arithmetic mean and standard deviations to arrive at the most adopted styles of leadership. After three items being presented on each of the five styles of leadership respondents provided a positive assertion to all items presented under the transformational style of leadership. In a sharp contrast, laissez faire leadership style was generally given a negative assertion. This means the laissez faire leadership style was often not adopted by women project managers. The other styles of leadership indicated a somewhat positive assertion. This means that these styles are used when needed for effectiveness. The leadership styles tested include transformational style, transactional style, democratic, autocratic and laissez faire styles. From the analysis transformational leadership style is mostly used and adopted by women project managers while laissez faire is often not used by women project managers in the road construction industry. The other styles of leadership (such as autocratic, transactional and democratic styles) are used intermittently and as and when the need may arise. From the analysis and results obtained some scholars in past studies have provided almost similar findings though these findings may be recorded in different jurisdictions and economies. The little differences that may arise from the results obtained by other scholars may be as a result of several factors. These factors include but not limited to, the difference in study area, the type of project managers sought after, the sample size and the time frame used to gather information from respondents.

Shanmugam (2006) investigated the leadership of women in construction sector in Manchester. According to Shanmugam (2006) transformational and democratic leadership are most attractive styles of leadership that is adopted by women project managers. According to Shanmugam (2006) the democratic participative style can fall under the major category of 'transformational' leadership style which is the preferred leadership style used by women.

Rosenbach and Taylor(1993) defined leadership as "a process of getting individuals to co-operate for the success of something which would not be possible without the leaders influence between a leader and his followers to achieve organizational objectives through making charges". In conclusion, the level of human conduct of both leader and follower is increased by transformational leadership (Krishnan, 2005). This assertion by Krishnan (2005) is investigated in this study where transformational style of leadership was found to be the major style of leadership adopted by women project managers.

4.6.2 Leadership challenges that women project managers' face in the road construction industry

There are many challenges faced by both men and women in the road construction industry. However the challenges faced by both sexes do differ in their own perspective. In this study the focus is on challenges that women project managers face in the road construction industry of Ghana. The mean and standard deviation statistics were used as the main analytical techniques to identify the key challenges associated with women project managers. From the analysis for this specific objective the women project managers indicated some challenges associated with their work and status.

The main challenges identified include the belief that women do not have the expertise in construction hence their ability is often downplayed. It is also identified that the trust associated with Women Project Managers' leadership is very minimal. It was also found from the analysis that Women Project Managers' do not get as much support to excel in their leadership duties as men. These summarizes the challenges women project managers face in the road construction industry of Ghana. Based on the analysis and the results obtained some striking similarities and differences can be drawn from previous studies conducted on almost the same subject. The striking differences and or similarities in the results may be due to many factors such as the time the report was conducted and when what scientific research techniques were used in drawing out the results for respective studies.

From the perspective of Bradley (2014) women project managers are faced with challenges such as the belief that they are not capable, sexism and their inability to lead in a pressured road construction sector. The find by Bradley (2014) is largely in line with the findings stated in this research as it was indicated that women are aligned because of the general abysmal thought that they are not capable of leading and that they are weak. This assertion was further supported by Okoro (2014) whose study was focused in the Nigerian road construction industry. According to Okoro (2014) women have always been sidelined and have been used as second fiddles. Also Moela (2017) added that the results of her study depicts the marginalization of women in a grand scheme of the construction industry.

According to Moela (2017) women are best at being subordinates and complement male leadership roles in the construction industry. The study by Moela (2017) further support this study that women are believed not to have the technical ability to perform and lead in the construction industry. According to Henderson and Koh (2013) Women project managers are skilled and talented yet

their given minimal opportunities to prove their worth. According to Henderson and Koh (2013) this is often as a result of the fact that women are not given enough support as they do give to men.

4.6.3 Effective ways that leadership challenges of women project managers can be curtailed

The effective ways that leadership challenges of women project managers in the road construction sector can be addressed in many ways. However, the begging question remains whether these ways will be effective enough to remove or curtail such challenges faced by women in the road construction sector. Many scholars have outlined several ways that leadership challenges of women can be curtailed. These ways that have been suggested by prior scholars are linked and discussed in this study. In tackling the challenges faced by women project managers in the road construction industry some effective approaches have been outlined which require further discussion and probe. From the analysis it was identified that setting clear objectives is an effective way to curtail challenges, Collaborative approach helps to curtail challenges, Tackling operational problems promptly helps to reduce challenges and Proper planning are all effective ways to curtail challenges. From past studies conducted some scholars have indicated that proper planning and collaborative approaches are important aspects of effective ways of curtailing challenges that women face. One such scholars is Wysocki (2007) who noted that planning properly and ensuring collaborative efforts are the most essential parts of project management challenges. Barkley (2006) indicated that honesty, trust and commitment are essential parts of effective project managers' scope. This assertion by Barkley (2006) is in line with the core findings of this research where effective project management is ensured by tackling operational problems upfront.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This section provides information on the summary of the whole project, using a step by step approach regarding how data was and information was gathered on women project managers in the road construction sector of Ghana. The conclusion is also stated as well as the recommendation to the findings obtained.

5.2 SUMMARY OF THE FINDINGS

The study sought to investigate project leadership styles of women in the road construction industry of Ghana. This study ought to be conducted because of the many reports of sexism and stigmatization of women managers in road construction projects. More so this study ought to be conducted because of the minimal contribution made by scholars in Ghana regarding women project managers in Ghana. Therefore the motivation behind the study was to fill the knowledge gap. The concept of leadership is discussed in five dimensions. These dimensions include the transformational styles, transactional, autocratic, democratic and laissez faire styles of leadership. Specific objectives were set for the study and they include;

To identify the leadership styles that is adopted by women project managers in road construction industry;

To identify leadership challenges that women project managers face in the industry, and

To identify effective ways that leadership challenges of women project managers can be curtailed

In order to achieve the specific objective of the study information and data was gathered from 50 women selected across various road construction companies in Accra. This number of respondents was achieved using the simple random and convenience sampling techniques to draw out respondents who are willing and ready to provide information for the course of the study. As part of the techniques used the purposive research sampling technique was not left out. A structured research instrument in the form of questionnaires was administered to women in the road construction companies selected across Accra. Data was collected after two weeks and Statistical Package for Social Sciences (SPSS, version 20) helped in the coding, analysis and display of results. Interpretations were given for each segment of the analysis and results were discussed in line with previous literature. Conclusions and recommendations have been provided based on the main findings of the results.

5.3 RESEARCH CONCLUSION

The conclusion of the study is largely based on the findings arrived at during the analysis of the research. The conclusion include a simplification of results and they are presented below.

The study concludes that there are five leadership styles tested- four of which is used with one being the most adopted by women project managers. The leadership styles tested include transformational style, transactional style, democratic, autocratic and laissez faire styles. From the analysis transformational leadership style is mostly used and adopted by women project managers while laissez faire is often not used by women project managers in the road construction industry. The other styles of leadership are used intermittently and as and when the need may arise.

The study further concludes that women project managers indicated some challenges associated with their work and status. The main challenges identified include the belief that women do not have the expertise in construction hence their ability is often downplayed. It is also identified that the trust associated with Women Project Managers' leadership is very minimal. It was also found from the analysis that Women Project Managers' do not get as much support to excel in their leadership duties as men. These summarizes the challenges women project managers face in the road construction industry of Ghana.

In conclusion, tackling the challenges faced by women project managers in the road construction industry require some effective and pragmatic approaches. From the analysis it was identified that setting clear objectives is an effective way to curtail challenges, Collaborative approach helps to curtail challenges, Tackling operational problems promptly helps to reduce challenges and Proper planning are all effective ways to curtail challenges.

5.4 RECOMMENDATION

The recommendation of the study is based on the conclusions arrived at. The recommendations of the study are given as follows;

The study recommends that more women should be included in the project management roles because their natural styles of leadership (transformational) often yield the best results and brings the best out of subordinates.

The study also recommends that employees within the construction industry should be thoroughly schooled using the medium of seminars and or webinars to ensure that everyone contributes towards helping women managers in the industry succeed. The orientation should also be aimed at reducing the stigmatization against women project managers in the construction industry.

5.5 FURTHER STUDIES

In furtherance of the findings and arguments raised in this study further studies should be conducted with the aim of including the personality trait of women managers as well as their leadership traits in the project management sector.

REFERENCES

Adams, A. (1979). An open letter to a young researcher. *African Affairs*, *78*(313), pp.451-479.

Anderson, G. (1992) 'Selection'. In Towers, B. (ed.) Handbook of Human Resource Management.

Oxford: Blackwell, pp. 167-85.

Appelbaum, S.H. & Shapiro, B.T. (2003). Why can't men lead like women? Leadership & Organization Development Journal, Vol. 14 No. 7, Pp. 28-34.

Barkley, D.L. 2006, October. The value of case study research on rural entrepreneurship: Useful method. In *presented Joint ERS-RUPRI Conf., Exploring Rural Entrepreneurship: Imperatives Opportunities Res., Washington, DC*.

Bass, B.M. and Avolio, B.J. (2010), Shatter the glass ceiling: women may make better managers, Human Resource Management, Vol. 33 No. 2, Pp. 549-60.

Bennis, W. (2007). The challenges of leadership in the modern world: Introduction to the special issue. *American psychologist*, *62*(1), p.2.

Bennis, W., & Nanus, B. (1985). Leaders: Strategies for Taking Charge. New York: Harper & Row.

Blake, R. and Mouton, J. (1964). The managerial grid: The key to leadership excellence. *Houston: Gulf Publishing Co*, *350*.

Burke, G., Oke, A. and Myers, A. (2007). Innovation types and performance in growing UK SMEs. *International Journal of Operations & Production Management*, *27*(7), pp.735-753

Burns, J.M. and Leadership, H. (1978). Row. *New York*, *280*.

Christenson, D. and Walker, D.H. (2004). Understanding the role of "vision" in project success. *Project Management Journal*, *35*(3), pp.39-52.

Coleman, M. (2001). Achievement against the odds: the female secondary head teachers in England and Wales. *School Leadership & Management*, *21*(1), pp.75-100.

Cubillo, L. and Brown, M. (2003), Women into educational leadership and management: international differences? Journal of Educational Administration, 41 (3), Pp. 278-29.

Fitzgerald,T. (2003). Changing the deafening silence of indigenous women's voices in educational leadership, Journal of Educational Administration, 41(1), Pp 9-23.

Fitzgerald, T. (2003). *The ideology of religious studies*. Oxford University Press.

Gaddis P. O. (1959) The project manager, Harv. Bus. Rev. 39(3), 89–97.

Gardner, H (1995), Leading Minds, Harper Collins, New York.

Gardner, J. (2012). *Assessment and learning*. Sage.

Garvin-Dawson, J.A.W. (1985). An Analysis Of Ohio Superintendents' perceptions Of Middle-Level School Principals' leadership Competencies.

George, R. (2009). Suffering and healing–our core business.

Giritli,H., and Oraz,T. (2004) Leadership Styles: Some evidence from the Turkish construction industry, Construction Management and Economics, 22, Pp 253-262.

Grogan, M. (996). *Voices of women aspiring to the superintendence*. SUNY Press.

Henderson, L. S., Stackman, R. W., & Koh, C. Y. (2013). Women project managers: The exploration of their job challenges and issue selling behaviors. International Journal of Managing Projects in Business, 6, 761-791. doi:10.1108/IJMPB-06- 2012-0033.

Hearn, J., and Piekkari, R. (2005). Gendered Leaderships and Leaderships on Gender Policy: National Context, Corporate Structures, and Chief Human Resources Managers in Transnational Corporations, Leadership, 1 (4), Pp 429-454.

Hofstede, G. (2001) Culture' consequences: Comparing values, behaviours, institutions, and organizations across nations, 2nd ed., Sage Publications, London.

Kark, R. (2004) The transformational leader: who is (s)he? A feminist perspective, Journal of organisational change management, 17 (2), Pp 160 – 176.

King, D.C. and Bass, B.M. (1970). *Leadership, power and influence*. Institute for Research in the Behavioral, Economic, and Management Sciences, Herman C. Krannert Graduate School of Industrial Administration, Purdue University.

Klenke, K. (1996), Women and Leadership: A Contextual Perspective, Springer, New York, NY.

Klenke, K. (1996) April. IS leadership in virtual organizations. In *Proceedings of the 1996 ACM SIGCPR/SIGMIS conference on Computer personnel research* (pp. 22-35). ACM.

Kouzes, J.M. and Posner, B.Z. (1987), *The Leadership Challenge: How to Get Extraordinary Things Done in Organisations*, Jossey-Bass, San Francisco

Kothari, C.R. (2004). *Research methodology: Methods and techniques*. New Age International.

Krishnan, J. (2005). Audit committee quality and internal control: An empirical analysis. *The accounting review*, *80*(2), pp.649-675.

Langford, D., Fellows, R.F., Hancock, M. and Gale, A.W. (2016), Human Resource Management in Construction, Longman Scientific and Technical, Essex.

Larson A. and R. E. Freeman (1997) "Introduction." In: *Women's Studies and Business Ethics: Toward a New Conversation* (eds) A. Larson and R. E. Freeman. Oxford: Oxford University Press, 15–31.

Likert, R. and Hayes, S.P. eds. (1957). *Some applications of behavioural research*. Unesco.

Norrie, J. and Walker, D.H. (2004). A balanced scorecard approach to project management leadership. *Project management journal*, *35*(4), pp.47-56.

Okoro, E.R. (2014). Terrorism and governance crisis: The Boko Haram experience in Nigeria. *African Journal on Conflict Resolution*, *14*(2), pp.103-127.

Okoro, T. (2016). Diverse talent: Enhancing gender participation in project management. *Procedia-Social and Behavioral Sciences*, *226*, pp.170-175.

Pashavi, G., Abadi, A.P.D.H.J. and Sanamnejad, G. (2012). An İnvestigation of the Relationship Between Personality Aspects and Transformational Leadership among the School Managers of the Educational Regions 1 and 2 in Urmia. *Journal of Educational & Instructional Studies in the World*, *2*(3), pp.221-228.

Pettersen, N. (1991). What do we know about the effective project manager?.*International Journal of Project Management*, *9*(2), pp.99-104.

Phipps, S.T. and Prieto, L.C. (2011). The influence of personality factors on transformational leadership: Exploring the moderating role of political skill. *International Journal of Leadership Studies*, *6*(3), pp.430-447.

Powell, J.H. (1993). *Bring out your dead: the great plague of yellow fever in Philadelphia in 1793*. University of Pennsylvania Press.

Pinto, R., Cuadra-Peralta, A.A., Veloso-Besio, C. and Iribaren, J. (2017). Intervention for supervisors, based on social skills and leadership, in order to improve organizational climate perception and organizational performance outcomes. *Journal of Organizational Change Management*, *30*(2), pp.281-292.

Rosenbach, W. and Taylor, R.(1993). Contemporary issues in leadership. Boulder, CO.

Shanmugam, M., Amaratunga, R.D.G. and Haigh, R.P. (2006). Women in construction: A study
    on leadership.

Thamhain, H.J. (2004) 'Team leadership effectiveness in technology-based project environments',
    Project Management Journal, Vol. 35, No. 4, pp.35–46.

Thurairajah, N., Haigh, R., & Amaratunga, R. D. (2006). *Leadership in Construction Partnering
    Projects: Research Methodological Perspectives (pp. 35–48).* Research Institute for Built
    and Human Environment: University of Saltford M7 1NU.

Wysocki, R. K. (2007). Effective software project management. Indianapolis, IN: Wiley

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST)

TOPIC: PROJECT LEADERSHIP STYLE OF WOMEN PROJECT MANAGERS IN CONSTRUCTION FIRMS IN ACCRA

QUESTIONNAIRE FOR STAFF

Introduction: The purpose of this research is to conduct a survey on the leadership style of women in project management among construction firms in Accra.

SECTION A: Demographic profile of respondents

This section requires you to provide information about yourself and your organization. You are assured that this information will be held confidentially and anonymously. Do not write your name or staff number or anything that can be used to identify you anywhere on the questionnaire. Remember, the whole exercise is for academic purpose.

Please tick(√) where applicable or indicate by writing where appropriate.

1. Age of correspondents:

   a) Under 25yrs [   ]   b) 25-34yrs [   ]   c) 35-44yrs [   ]   d) 45-54yrs [   ]

   e) 55-65yrs [   ]   f) 65yrs and above [   ]

2. Highest level of education:

   a)SHS/O/A-Level [   ]   b) Diploma [   ]   c) Professional

d) Degree [   ]   e) other (please specify)……………

3. How long have you been working in this organization

   a) Under 1yr [   ]   b) 1-3 years [   ]   c) 3-5years [   ]   d) Above 5years [   ]

SECTION B: LEADERSHIP STYLES ADOPTED BY WOMEN PROJECT MANAGERS

Please indicate, by circling, the number that corresponds with extent to which you agree or disagree with the statements **(1) Strongly disagree (2) disagree (3) Neutral (4) Agree (5) strongly agree.**

1. **Transformational leadership**

Women project managers encourage workers to achieve personal goals	1	2	3	4	5
Women project managers usher subordinates to work diligently at all times	1	2	3	4	5
Women project managers entreat staff to be critical when performing core duties	1	2	3	4	5
2. Transactional Leadership styles					
Women project managers provide reward package for all performing staff	1	2	3	4	5
Women project managers are quick to entice staff to perform well in exchange for gifts	1	2	3	4	5
Women project managers acknowledge staff who show distinction in their core duties	1	2	3	4	5
3. **Democratic leadership**					
Women project managers ensure exchange of ideas from top to lower level management	1	2	3	4	5
Women project managers ensure high level participation among all staff	1	2	3	4	5
Decision taken by Women project managers is all inclusive	1	2	3	4	5
4. Autocratic leadership					
Women project managers make all decisions for subordinates 90% of the time					

Women project managers ensure that every duty is authorized through her					
Women project managers do not tolerate errors in outcomes					
5. **Laissez-faire leadership**					
Employees are generally allowed to take the group decisions that suit them					
Women project managers ensure zero consultation from top management					
By virtue of this type of leadership style workers are productive					

SECTION C: LEADERSHIP CHALLENGES THAT WOMEN PROJECT MANAGERS FACE

Please indicate, by circling, the number that corresponds with extent to which you agree or disagree with the statements **(1) Strongly disagree (2) disagree (3) Neutral (4) Agree (5) strongly agree.**

1	Women Project Managers' directions are often ignored					
2	The age of Women Project Managers' breeds disrespect among subordinates					
3	There is a belief that women do not have the expertise in construction hence their ability is often downplayed					
4	Women are poor resource managers in construction					
5	The trust associated with Women Project Managers' leadership is very minimal					
6	Women Project Managers' do not get as much support to excel in their leadership duties as men					

SECTION D: EFFECTIVE WAYS TO CURTAIL CHALLENGES

Please indicate, by circling, the number that corresponds with extent to which you agree or disagree with the statements **(1) Strongly disagree (2) disagree (3) Neutral (4) Agree (5) strongly agree.**

	Effective Ways					
1	Setting clear objectives is an effective way to curtail challenges					
2	Collaborative approach helps to curtail challenges					
3	Tackling operational problems promptly helps to reduce challenges					
4	Proper planning is an effective way to curtail challenges					
5	Open communication is relevant to curtailing challenges					