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## An Investigation into Women Participation in Construction Firms – Diversity Management Perspectives

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### Abstract

Diversity management has gone a long way to support women in construction who are immersed with the macho world of the work environment. The aim of this research is to evaluate cultural diversity management in construction firms with a view to improve women's participation in construction projects. The study adopted a quantitative research method for data collection. 254 questionnaires were sent out to different construction firms, out of which only 113 (10.6%) were returned. The data obtained in the questionnaire study was analysed using descriptive analysis, factor analysis, chi-square, and multiple regression analysis of the statistical package for social sciences. The results disclosed that employees' values variables of 'I feel that I can disclose my whole identity to my colleagues' (0.894) loaded strongly on the employees' values construct. Further, among the diversity culture variables, 'Organisation

has a diversity officer or another employee with special knowledge of diversity' (0.817) loaded as the highest variable on the diversity culture construct. On the diversity management, 'Internal advocate' (0.848) was loaded as the highest among the constructs. It is therefore recommended that construction firms should develop employees' value survey forms to draw out information about the current state of their employees' mindset/value.

## **Keywords**

Diversity; Management; Strategy; Women in construction; Workforce

## **Introduction**

The construction industry is known and operated mainly as a manly occupation work due to the strenuous nature of the work. It is a hazardous business arena termed macho-business culture type (Ahuja and Kumari, 2012). This has a nostalgic effect on the construction workforce status, causing a balance in gender diversity. The issue of underrepresentation of women in construction sites in the UK has been there for more than a decade. In the UK, construction recorded about 99% males and 1% females within the construction workforce (Kellie, 2022). Contrarily wise, Germany has interestingly increased the number of women working on construction sites to 30%. This is against the mindset that women don't want to get involved with construction work because of the nature of the work. Socio-cultural influence comes to the bay here. Research carried out by Chileshe and Haupt (2009) revealed that only 67 females out of 491 females in high schools had considered a career in construction or building. This low interest in construction was attributed to the non-disclosure of the female students to areas commensurate to female gender ability, as they were only made to understand by their parents and teachers that construction work only involved aspects such as painting, bricklaying, and carpentry. This common stereotyping has put the

construction industry at a standstill and not promoted a good reputation for the industry (Akinlolu and Haupt, 2020). Numerous authors have distinctly defined the gender role in construction into hard and soft roles, attributing the soft role, such as safety officer, and secretariat work to women, while the hard role, such as supervisory and technical skills, has been attributed to men only (Ahuja and Kumari, 2012; Akinlolu and Haupt, 2020). The former authors gave preference to the participation of women in some aspects of the work which they perceived as feminine, while the latter opined that notwithstanding the perceived feminine aspect of work construction work should be a macho world. This social-cultural mindset and culture have caused the exclusion of women in construction work. Classifying construction work basically as a macho world is a socially constructed stereotyping of the womenfolk, just as the pink colour of clothing is assigned to a girl and the blue colour to a boy.

Addressing the few women that had been absorbed into the construction work and sustaining them is paramount to the organisational performance of any construction company. Loosemore et al. (2012) and Loosemore and Lee (2003) addressing the issue of discrimination, and stereotypes emphasised the importance of effective management if the construction industry would experience high organisation performance. Considering the level of low organisational performance in the construction industry, which has been attributed to intrinsic factors such as culture, some researchers, such as Bamgbade et al. (2020, 2014), and Olsen and Martins, addressed this evolving phenomenon in construction, focussing on optimisation of diversity management in construction work for better organisational performance. Implementing this would address the issue of the ingroup and outgroup phenomenon with the attendant stereotypes and discriminations limiting women's participation in construction. This stereotype is averse to the principle of diversity management, which imbibes the notion of acceptance of both genders into the workforce, thereby

annexing their potential for maximum organisational performance (Bamgbade et al., 2020). Diversity management is an improvement over the traditional management role that has no focus on workforce diversity. Despite this awareness, diversity management implementation is still far away below the traditional management style that still exists in many construction firms in Nigeria (Bamgbade et al., 2020; Olsen and Martins, 2012). Although many construction firms had claimed implementation of diversity management, this is just for business purposes in reality. Similarly, Seidu *et al.* (2022) also observed that although some companies claimed to have equality and diversity policies in place, not all of the interviewees could remember the policies in detail convincingly. The social culture had built a demarcation wall within the gender world, defining gender job roles. This mindset is still very much perceived and in operation among many construction organisations in Nigeria (Bamgbade et al., 2017). Seidu et al. (2022) reiterated the need to closely address the issue of women's participation in construction in other developed countries, considering the effect construction has on the Gross domestic product (GDP) of any country. It would also be important that such research be carried out in Nigeria, looking at the perspective of women since they are the ones at the centre of discrimination. It is against this backdrop that this paper looks at the diversity management of construction companies in Nigeria (Lagos and Abuja) to get the view of women in construction.

## **Aim and Objectives**

The aim of this research is to investigate women's participation in construction and diversity management perspectives with the view to improve construction organisational performance.

1. To determine the integration level of the female construction workers by means of values optimisation

2. To evaluate the diverse culture of construction firms as perceived by the female workers
3. To establish the diversity management approach of construction firms as perceived by the female workers

**The following statement are hypothesised:**

H01: There is no significant relationship between the level of discrimination and the experience of women employees in construction

H02: There is no significant relationship between the level of discrimination and the age of women employees in construction

H03: There is no significant relationship between diversity management and organisational performance

## **Overview of Construction Workforce**

### **Construction workforce – gender diversity**

The construction industry in both developed and developing worlds is a great employer of labour. This has made it one of the big contributors in any economy. Its recruitment is diverse. Of all the industries, the construction industry workforce statistics skewed more toward the male populace, making it more of a man-dominated industry. In the developed world; the UK construction industry has been negatively voiced as regards gender diversity in balance; the industry has fallen out as a result of the low number of female workforce recorded as 1% of the workforce (Kellie, 2022). The female workforce in the German construction industry has experienced a 30% surge in the number of female workers employed recently which is still low compared to the male counterpart. In the

developing world, the Nigerian construction industry highlighted 91.52%, 327,377 males engaged in 2012 while the female counterpart stood at 420,779 (NBS, 2015). The non-Nigerian workers engaged showed 157,664 and 7,716 for males and females, respectively (NBS, 2015). The statistics above are an indication that women are underrepresented in the construction industry.

### **Diversity management perspectives – female gender**

The construction workforce is diverse. And such diversities are caught across age, family, gender, and educational background. Looking at gender diversity, gender diversity in balance and discrimination is not unfamiliar within the developed and developing construction industry globally. Several laws and regulations have been instituted by the government to curb this incessant problem. From the equality policies to the federal character instituted in the bid to curb the attendant implication of diversities, these policies are far from reaching their goals. Rather, it has also gender ingroup and outgroup syndrome. Olsen and Martins (2012), in their model of diversity, stated that this institutionalised policy has nonetheless projected stereotypes of the minority the more. Women face discrimination and are seen as an outgroup by their male counterparts (Loosemore et al., 2012; Bamgbade et al., 2019). They are socially disadvantaged individuals due to the social construct within the society culled from the mindset of people due to culture.

Shirka Kassam Jwsshaka and Nor Fadila Amin (2020) observed a low fraction of women's participation in construction. They further stated that many of the women in construction are found working as labourers or helpers. The low involvement of women in construction has many a time been attributed to the hazardous nature of construction, socio-cultural, discrimination, and gender-binding legal frameworks (OECD, 2021). Women are still being discriminated against in spite of

their age and experience in construction. The womenfolk have many forms of discrimination to contend with, age-based discrimination that caught across all professions is just a few among other forms of discrimination. In five countries (Burkina Faso, Mauritania, Mozambique, Nigeria, and Sierra Leone), the law does not mandate equal remuneration for females and males for work of equal value. This potentially opens doors to salary discrimination based on gender (OECD, 2021). This has therefore created stereotypes against the womenfolks as regards construction work (Shirka Kassam Jwsshaka and Nor Fadila Amin (2020). Notwithstanding their construction qualifications and experiences, these stereotypes, as perceived by many women, have made them opt for soft occupations such as teaching, interior decoration, banking, and transportation, where they feel accepted gender-wise (Shirka Kassam Jwsshaka and Nor Fadila Amin, 2020).

Discriminatory or gender-blind legal frameworks can greatly undermine the ability of women to work. The notion of an entire macho construction is in itself untrue with the advent of different soft skills that women can altogether explore in construction. Jimoh et al. (2016) stressed that women are naturally detail-oriented, communicate better, and possess decision-making effectiveness, which are soft skills needed in project management. Notwithstanding, Woldemichael (2020) stated that stigmatisation of women in industries such as construction still exists and is stronger and called for policy consideration. He further reiterated that advocating for gender equality is good economics, notwithstanding the fairness outcome.

Valuing diversity by organisations would elicit a diversity management plan and diversity management of their workforce. It is noteworthy to state that marrying these together would foster good strategies. Some firms value diversity but have no diversity plan in place, while others value and implement diversity management (Olsen and Martins, 2012). Valuing diversity focuses on appreciating differences among diverse groups. That is, valuing diversity starts from the position

that people's differences are an asset rather than a burden to be tolerated (Meyerson and Fletcher, 2000). On the other hand, managing diversity focuses on building diversity management-related skills and changing policies or strategies. Because managing diversity is ideally driven by a corporate strategy or mission, all employees and their organisation can gain benefits. Diversity management manages the differences that exist between society, such as organisations in which exists differ values.

### **Values and integration of women in construction**

A 'value' is something that's important to you. Diverse occupations allow people to make choices about what they value the most. Although individuals have many related values, the difference is how important a certain value is to an individual. Values are more central to the core of a person. They play a central role in the integration and fulfilment of man's basic impulses. Various organisations, such as construction, have values they have over time imbibed and incorporated. These values vary according to the business tone. Integrating individuals values to match with the values of construction organisations would go a long way in producing more female workers on construction sites. This can be achieved right from the high school, and also, at the entry and participation stage of recruitment. Various value questionnaires have been developed and used by many authors to draw out the core priorities of individuals; one such is the Personality and Values Questionnaire (PVQ). The PVQ contents cover 35 trait and value scales from the Values and Motives Inventory, using combined scales from the 15FQ+ and OPPro personality questionnaires. Some of the traits are energy and drive, confidence, assertiveness, need for affection, need for affiliation, and need for safety (PSYTECH Manual, 2023). Another value measurement tool is the

Portrait Value Questionnaire (PVQ-21). The PVQ-21 provides a strong base for self-evaluation and is suitable for all the categories of people within the demography (Davidov *et al.*, 2008).

### **Diversity management approaches of construction firms**

Managing diverse-based workforce optimising the traditional method has not given the expected outcome. Bamgbade *et al.* (2017) posited the insufficiency of traditional management of a diverse workforce in Nigeria. Loosemore *et al.* (2012) reiterated and advocated for effective management for construction organisations that maximally tap all the benefits of a diverse workforce. In this vein, Bamgbade *et al.* (2020) developed a model for the effective management of a diverse construction workforce. Consistent with this is the finding of Sauvik (2023), who highlighted approaches to diversity management as communication, employee equality, diverse teams encouragement, maintain transparent policies, sensitivity training leadership, and hiring (Sauvik, 2023), and these approaches can be summarised under leadership practices, accountability practices, and development practices.

### **Research Methodology**

The research adopted a quantitative research method. Questionnaires were generally sent out to both genders (male and female). However, to fit into the theme of this book of chapters, which is on women, the data collected from the women respondents were extracted from the whole. Value questionnaires were used to draw out data for the employees' values. Diversity management approaches, as stated by Sauvik (2023), were adapted but summarised into three approaches, namely leadership practices, development practices, and accountability practices. However, for this research, accountability practices were used to measure the diversity management construct.

The diversity culture construct was designed using statements akin to diversity activities to show whether there is an instituted diversity culture within the construction firms in Nigeria. A 7-point Likert scale was designed as a means of getting the opinion of the women folks on their perceptions on diversity management, employees' values questions, and diversity culture. The 7-point Likert scale ranges from strongly disagree to strongly agree. The Cronbach's alpha for all the constructs is above the threshold of 0.7, which is adequate (Nandakumar, 2008; Bamgbade et al., 2014). Validity was achieved through the various construction personnel, supervisors, and friends who have read through the questionnaire and made their input. The data collected was analysed using multiple regression analysis, chi-square, and factor analysis. The data were presented in a table, and discussion was appropriately carried out.

## **The Data Collected Were Analysed and Results Discussed Accordingly in this Section**

### **Demographic of respondents**

Table 10.1 shows the demographic profile of the respondents. Around 76.1% of the respondents work in indigenous construction firms while 23.9% work in foreign companies. Around 30.1% of the respondents have years of experience ranging from 3 to <5 years. The female constituted 10.6% of the respondents, while the male constituted 89.4% of the respondents. Around 36.3% of the respondents are of the age group 35–44.

**Table 10.1** The demographic profile of the respondents

	Frequency	Valid percent	Cumulative percent
Types of Construction company			
Indigenous	86	76.1	76.1
Foreign	27	23.9	100
Years of experience			
1 year	11	9.7	9.7
1–<2 years	18	15.9	25.7
3–<5 years	34	30.1	55.8
6–<10 years	21	18.6	74.3
>10 years	29	25.7	100.0
Age of the respondents			
Under 21	2	1.8	1.8
21–34	33	29.2	31.0
35–44	41	36.3	67.3
45–54	26	23.0	90.3
>55	11	9.7	100.0

Gender of the respondents			
Male	101	89.4	89.4
Female	12	10.6	100.0
Religion of the respondents			
Christianity	82	74.5	74.5
Islam	28	25.5	100.0
Role of respondents in organisation			
Project manager	19	17.3	17.3
Manager	15	13.6	30.9
Senior management position	32	29.1	60.0
Supervisor	34	30.9	90.9
Foremen	10	9.1	100.0
Size of the workers			
1-49	20	18.2	18.2

50–249	57	51.8	70.0
Above 250	33	30.0	100.0

<COMP: Place Table 10.2 Here>

**Table 10.2** KMO and Bartlett’s test for the employees’ value variables

Kaiser-Meyer-Olkin measure of sampling adequacy		.439
Bartlett’s test of sphericity	Approx. Chi-Square	66.141
	Df	36
	Sig.	.002

**Table 10.3** Component matrix<sup>a</sup> the employees’ value variables

	Component
	1
I am comfortable being myself at work	.652
I feel that I can disclose my whole identity to my colleagues	.894
I feel that I belongs at your organisation	.803

I feels emotionally and socially supported at work	.710
I keep aspects of my social identity that I feel I need to keep separate from the workplace	.686
I face unique challenges that make it difficult to get to work or work the hours expected at times expected	.883
I faced obstacles in career progression or the ability to participate fully in work processes that were not experienced by all other colleagues	
I frequently interact with colleagues outside of my workgroup/team	.656

The KMO and Bartlett's Test in Table 10.2 shows a significant level of 0.002. In Table 10.3, the employees' value variables results disclosed that 'I feel that I can disclosed my identity to my colleagues' emerged as the highest loading factor on the employees' value construct with a factor loading of 0.894, followed by 'I face unique challenges that make it difficult to get to work or work hours expected at times expected' which has a factor loading of 0.883, 'I feel that I belong at your organisation emerged the third factor with a loading of 0.803', the fourth factor 'I feel emotionally and socially supported at work with a loading of 0.710', and 'I keep aspects of my social identity that I feel I need to keep separate from the workplace' with a factor loading of 0.686.

### **Diversity culture of construction firms as perceive by the women workers**

The KMO and Bartlett's Test in Table 10.4 shows a significant level of 0.001. In Table 10.5, the diversity culture construct result revealed that 'Organisation has a diversity officer or another employee with special knowledge of diversity' has the highest loading of 0.817, followed by 'Organisation allow all employees to celebrate holidays appropriately' with a loading of 0.769, 'Within the people are encouraged to take initiatives in solving problems without discrimination' with a loading of 0.730, and 'Organisation employ a diverse range of people' with a factor loading of 0.625.

**Table 10.4** KMO and Bartlett's test for Diversity culture

Kaiser-Meyer-Olkin Measure of sampling adequacy		.406
Bartlett's test of sphericity	Approx. Chi-Square	59.154
	Df	28
	Sig.	.001

**Table 10.5** Diversity culture of a construction firm

	Component
	1
Organisation employ a diverse range of people	.725

Organisation allow all employees to celebrate holidays appropriately	.769
Organisation has recruitment procedures that encourage diversity	-.579
Organisation has a diversity officer or another employee with special knowledge of diversity	.817
Organisation host seminars on diversity awareness	.541
Organisation encourage all employees to attend events about diversity awareness	.105
Within the people are encouraged to take initiative in solving problems without discrimination	.730
At this company, employees appreciate others whose race/ethnicity is different from their own	.627

**Diversity management approach of construction firms as perceived by the female workers**

The KMO and Bartlett’s Test in Table 10.6 shows a significant level of 0.001. Table 10.7 shows internal advocacy groups, inclusion of diversity in performance evaluation goals, ratings, inclusion of diversity in promotion decision criteria, and inclusion of diversity in management succession

planning emerged as the first four variables with factor loadings of 0.848, 0.842, 0.767, and 0.732, respectively.

<COMP: Place Table 10.6 Here>

**Table 10.6** KMO and Bartlett’s test for Diversity management approach

Kaiser-Meyer-Olkin measure of sampling adequacy		.204
Bartlett’s test of sphericity	Approx. Chi-Square	57.453
	Df	28
	Sig.	.001

**Table 10.7** Diversity management approach component matrix<sup>a</sup>

	Component
	1
Prompt top management’s personal intervention	-.250
Internal advocacy groups	.848
Inclusion of diversity in performance evaluation goals, ratings	.842

Inclusion of diversity in promotion decisions criteria	.767
Inclusion of diversity in management succession planning	.732
Work and family policies are given adequate attention	-.098
The organisation have policies against racism and sexism	-.496
Internal audit or attitude survey	-.413

Extraction method: principal component analysis.

<sup>a</sup> One components extracted.

### Hypothesis one testing (female perspective)

Table 10.8 shows the multiple regression between the variables of the diversity management construct and the overall firm's performance. The results revealed that the independent variables can account for R Square (81.8%) of the overall performance. The F Change showed a significant value of 0.006, which is less than 0.05. The ANOVA Table 10.9 shows a significant value of 0.006. Therefore the null hypothesis, which stated that there is no significant relationship between diversity management and organisational performance, was rejected. The alternative hypothesis, which stated that there is a significant relationship between diversity management and performance, was accepted.

**Table 10.8** Diversity management and organisational performance model summary<sup>a</sup>

Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F change	
1	.904 <sup>b</sup>	.818	.740	.50103	.818	10.463	3	7	.006	1.219

<sup>a</sup> Dependent Variable: Overall firm performance

<sup>b</sup> Predictors: (Constant), Inclusion of diversity in promotion decisions criteria, Internal advocacy groups, Inclusion of diversity in performance evaluation goals, ratings

**Table 10.9** ANOVA<sup>a</sup> Diversity management and organisational performance

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	7.879	3	2.626	10.463	.006 <sup>b</sup>
	Residual	1.757	7	.251		
	Total	9.636	10			

<sup>a</sup> Dependent Variable: Overall firm performance

<sup>b</sup> Predictors: (Constant), Inclusion of diversity in promotion decisions criteria, Internal advocacy groups, Inclusion of diversity in performance evaluation goals, ratings

## Hypothesis two relationship between level of discrimination and age (women perspective)

**Table 10.10** Chi-Square tests for discrimination, and age

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.143 <sup>a</sup>	4	.273
Likelihood Ratio	6.936	4	.139
Linear-by-Linear Association	2.484	1	.115
N of Valid Cases	12		

<sup>a</sup> 10 cells (100.0%) have expected count less than 5. The minimum expected count is .42

In Table 10.10, the relationship between the categorical variables, discrimination, and age was examined to look for associations. A chi-squared test with four degrees of freedom was performed, resulting in a test statistic of 5.143. This results in an asymptotic p value that is greater than 0.001, and therefore, there is strong evidence to accept the null hypothesis that discrimination and age are independent and there is therefore no relationship between the variables.

**Hypothesis two relationship between level of discrimination and year of experience  
(women perspective)**

In Table 10.11, the relationship between the categorical variables, discrimination, and experience of women was examined to look for associations. A chi-squared test with 16 degrees of freedom was performed, resulting in a test statistic of 13.000. This results in an asymptotic p value that is greater than 0.001, and therefore, there is strong evidence to accept the null hypothesis that the level of discrimination and experience of women are independent and there is therefore no relationship between the variables.

**Table 10.11** Chi-Square tests for level of discrimination and year of experience

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.000 <sup>a</sup>	16	.673
Likelihood Ratio	13.725	16	.619
Linear-by-Linear Association	.128	1	.720
N of Valid Cases	12		

<sup>a</sup> 25 cells (100.0%) have expected count less than 5. The minimum expected count is .08.

## Discussion

1. The first variable that emerged the highest connotes that women, in the real sense, would not allow their identity to come between them and their work/gender counterparts. Defending and disclosing their identity is very paramount, as this is a personal value they own, not minding the pressure of the outgroup, the male counterpart who sees them as an outgroup. The second loading discloses some intrinsics that indicate a lack of diversity management strategy that positions the women folk to work better as expected. Hence, it can be said that women desire to put their best into construction work despite their unique identity; however, the management strategy put in place has not sufficiently utilised the female gender's potential in full within the construction industry. Apparently, the value result shows that women want to work in the construction industry.

2. The results disclose that the organisation has a diversity officer or another employee with special knowledge of diversity. However, employment of a diverse range of people emerged below the spectrum as the fourth loading, connoting not the highest priority to construction firms. This connotes that the organisation, in order to fit into the 21st-century diversity business, prioritised setting a diversity unit for documentation's sake over the recruitment of a diverse range of people, which could have fostered recruitment opportunities for females into construction organisations. This confirmed the low rate of female employment in construction work and the stereotyping of females to certain works within the construction.

3. Internal advocacy is the means by which organisations such as construction companies advertise or make themselves/products prominent by their employees, which oftentimes goes unrewarded (Walden and Westerman, 2018). Setting this above the actual diversity activities entails that construction organisations have not sufficiently prioritised diversity management

in their companies. Nonetheless, the results show that their promotions and planning are guided by their diversity.

4. Showed the multiple regression between the variables of the diversity management construct and the overall firm's performance. The results revealed that the independent variables can account for R Square (81.8%) of the overall performance. The F Change showed a significant value of 0.006, which is less than 0.05. Therefore, the null hypothesis, which stated that there is no significant relationship between diversity management and organisational performance, was rejected. The alternative hypothesis, which stated that there is a significant relationship between diversity management and performance, was accepted. This has managerial implications for construction firms. When construction management put in place diversity management, it would go a long way in fostering organisational performance.

5. This result connotes that discrimination against women at work is not based on their age. Every woman is discriminated against notwithstanding their age.

6. This result connotes that discrimination against women at work is not based on their experience. Every woman is discriminated against notwithstanding their experiences in construction work.

7. However, the men's perspective on the relationship between diversity management and the overall firm's performance differs from the women's perspective. The results show there is no significant relationship and that overall performance happens just by chance without the influence of diversity management. This has been the mindset of many construction firms as regards their diversity management, as they still hold on to the traditional management style, which does not embrace diversity (Bamgbade *et al.*, 2020). And those that seem to embrace

diversity management do so for business reasons and not for diversity management implementation (Olsen & Martins, 2012; Bamgbade *et al.*, 2020).

## **Summary of Research**

1. Womenfolk employees' values evaluation 'I feel I can disclose my identity at work' loaded highest (0.894), 'I face unique challenges that make it difficult to get to work or work hours expected at times expected which has a factor loading of 0.883', 'I feel that I belong at your organisation emerged the third factor with a loading of 0.803'.

2. For the diversity culture evaluation 'Organisation has a diversity officer or another employee with special knowledge of diversity' emerged the highest factor with a loading of 0.817, next is 'Organisation allow all employees to celebrate holidays appropriately' with a loading of 0.769, followed by 'Within the organisation people are encouraged to take initiatives in solving problems without discrimination' with a factor loading of 0.730, and 'Organisation employ a diverse range of people' with a factor loading of 0.625.

3. For diversity management evaluation, 'Internal advocacy groups' with 0.848, 'Inclusion of diversity in performance evaluation goals, ratings' 0.842, 'Inclusion of diversity in promotion decisions criteria' 0.767, and 'Inclusion of diversity in management succession planning' 0.732 emerged as the first four variables with factor highest loadings accordingly.

4. The independent variables of diversity management account for 81.8% variance in overall organisation performance. And with the F Change significant value of 0.006, the alternative hypothesis, which stated that there is a significant relationship between diversity management and performance, was accepted.

5. There is no significant relationship between the age of the female and the level of discrimination, as evidenced by a chi-square significant value of 0.273. Chi-square significant values of 0.673 and 0.273, respectively.

6. There is no significant relationship between the experiences of the females in construction and the level of discrimination evidenced by a chi-square significant value of 0.673.

## **Conclusion**

An appropriate diversity management in place will foster self-value. Construction firms have provision for a diversity unit being undertaken by a diversity officer or someone with diversity knowledge, although this is sketchy evidenced by the fact that the major focus is not set on managing diversity, especially at the job entrance and after onboarding. Construction firms relied more on internal advocacy to promote their job than maximising their diversity for full profits/benefits. Diversity management has a profound influence on organisational performance and age and experience of women in construction do not shield them from discrimination.

## **Recommendations**

It is recommended that construction firms implement diversity management. Construction firms should commence diversity management right from the recruitment level, in which diverse forms of employees, such as females, go through onboarding without bias. Construction firms' management should ensure full maximisation of their female workforce potentials, which in the long run would bring about better organisational performance. Construction firms should be unassuming, and employee survey should be carried out intermittently to ensure female employees are comfortable at work since they are at the centre of discrimination irrespective of their age and

experience. Incoming researchers should look at the influence of advocacy groups on the diversity management of construction firms.

GAP: No research on Nigerian construction female diversity has looked into whether the discrimination of women in construction is based on age and experience.

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