CHALLENGES AFFECTING WOMEN'S PROGRESSION TO MANAGEMENT LEVELS IN GOVERNMENT MINISTRIES IN KENYA

BY

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

This study is dedicated to my family, who has stood by me throughout the program. To my husband for his daily encouragement and to my son Johari who gave me an unconditional love and made me feel that I could do anything I put my mind to; to my parents for giving me foundation and finally to my colleagues who gave me humble time by covering up for me in the office during my busy schedule with class work. For this, I am truly grateful.
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ABSTRACT

The purpose of this study was to examine the nature and extent of challenges to women’s progression to senior management positions within Government ministries in Kenya. The starting point was in statistics and earlier women-in-management literature, which show that women leaders represent a minority of the managerial population. Promoting equality of opportunity involves more than the elimination of discrimination as public authorities are obliged to have regard to the need for affirmative action to correct disadvantages among men and women under the new constitution. Women in Kenya have for a long time championed good leadership and meritocracy in the hiring processes however, corruption, retrogressive customs and traditions, sexual and gender based violence has hampered effective participation of women in public office. The study objectives were to establish the attitude of women towards management positions in government ministries, extent to which management style affects women’s progression to management levels, organizational culture effect on progression of women to management levels and the effects of human resource policy on progression of women to management levels in government ministries. The research employed a descriptive survey research design, which was deemed appropriate because it handles situations or events that have already occurred, investigates variables with the same characteristics and does not manipulate the variables. A questionnaire was used in data collection. Purposive sampling technique was used in identifying the departments for the study; permanently employed staffs were selected using simple random sampling. The target population for the study was 100 with a sample of 20 being selected from each of the five ministries selected. Data was analyzed qualitatively and quantitatively facilitated by SPSS (Statistic Package for Social Science) Computer package. Data was presented in tables, graphs pie charts and frequency tables. From the findings it was concluded that women’s progression into higher management levels in the government ministries is highly affected by the organizational culture, management styles, human resource policy and the women’s attitude. It is also clear from the research that government ministries need to adopt gender equality policies in all government institutions.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study

The term ‘management’ is the act of getting people together to accomplish desired goals and objectives. It encompasses an array of different functions undertaken to accomplish a task successfully. In the simplest of terms, management is all about ‘getting things done’.

Little difference has been found between women’s and men’s ambition; however the path to senior roles for women is often more challenging. Women want to advance, are equally as ambitious as men and opportunities for learning, development, promotion and progression are a high priority (EOWA 2008a). The glass ceiling phenomenon, the invisible barrier that stops women reaching senior positions, has been explored by many and its persistence has been noted (Gatrell and Cooper 2007). More recently other metaphors regarding women’s selection for certain leadership positions have been proposed. Ryan and Haslam (2007) have suggested the glass cliff to describe the process of appointing women to precarious management positions (e.g. the organization is in serious financial difficulty). Eagly and Carli (2007) have proposed the metaphor of a labyrinth to describe the path that women often need to negotiate within organizations if they are to reach senior positions. Regardless of the metaphor used women are less likely than men to reach senior leadership roles in organizations.

About 3 percent of the top management positions in the United States are held by women, Adler (1999), and only 11 percent of the directors of Fortune 500 companies are women.
(Brett and Stroh, 1999). Even in such countries as Finland, Denmark and Sweden, where
women participate more in the work force than women in most other western countries,
the percentage of females among administrative and managerial workers varies from 39
percent in Sweden to 25 percent in Finland (United Nations, 1997).

According to Grant Thornton International Business Report (2008), women still hold less
than a quarter of senior management positions in privately held businesses globally. 24%
of senior management positions are currently held by women - a figure identical to 2007
and only a marginal improvement from 2004 when only 19% of senior level positions
were held by women. 34% of privately held businesses globally have no women in senior
management. The greatest percentage of women in senior management is in the
Philippines where women hold 47% of senior positions. They are followed by Russia
(42%) and Thailand (38%). The lowest percentage continues to be in Japan where only
7% of senior management positions are held by women. Also appearing low down the
league table are Denmark (13%) and Belgium (12%).

In South Africa, while women have had access to employment at various levels of
organizations for a long time, their participation in the management and leadership of
these organizations is still a matter of concern. To illustrate, in the schooling system
women form only 30% of school principals, yet they constitute the majority (more than
70%) of the teaching population (Department of Education, 2005). Structural barriers to
women’s advancement in organizations have their roots in the fact that most
organizations have been created by and for men and are based on male experiences of management, hence a particular form of masculinity in organizational management exist (Acker, 1990; Blackmore, 1999; Ely & Meyerson, 2000).

After two and a half decades of gender activism, gender sensitization, capacity building, lobbying and mobilizing Kenyan women to take up various political leadership positions, civic, gender and human rights awareness has remarkably improved, alongside strategies for policy and advocacy interventions. Policy makers have also mastered the gender language and can rhetorically articulate gender equality principles. Most qualified women have in the past been relegated despite being qualified for high profile state jobs.

The war to gender equality in public offices is far from over as women meet challenges towards constitutionalizing of the new law. In January 2011 the High Court blocked President Kibaki’s nominations of judicial appointees to the post of Chief Justice, Attorney General, Director of Public Prosecutions and Comptroller of Budget. Through a suit filed by women’s organisations that included FIDA, Centre for Rights Awareness and Education (CREAW) among others, the High Court through Justice Daniel Musanga ruled that the President had breached the Constitution by failing to include gender equality in his nominations.

The High Court order saw the positions later advertised and a good number of women were among those who applied and were shortlisted. There were two women shortlisted to the position of Chief Justice for interviews. Justice Mary Angawa and Kalpan Rawal
made it to this list that saw women and men grilled in public before the final appointments were made. Out of the 10 shortlisted for the position of Deputy Chief Justice, eight women were nominated. Nancy Baraza was later appointed Deputy Chief Justice.

In Public universities, women are far less frequently given higher positions compared with men. In March 2006, Prof Olive Mugenda of Kenyatta University (KU) made history in Kenya by becoming the first woman to be appointed the Vice Chancellor (VC) of a public university. What is also notable about Prof Mugenda’s feat is that she was selected through a competitive open recruitment process and beat three male professors to clinch the post, demonstrating that in some cases a woman may just be the ‘best man for the job’. However, Kenya still remains greatly challenged with regard to women’s ascendancy into key public positions especially in the government sector. The study aimed to identify these disparities and come up with recommendations which could help the government bridge this gap.

1.2 Statement of the Problem

Though women represent the majority of the workforce in the public sector, they are disproportionately under-represented in management positions. Studies have assessed the under-representation of women managers and gender discrimination issues in the workplace (Woods & Kavanaugh, 1994; Fagenson & Jackson, 1993; Gregg & Johnson, 1990). Most organizations still do not recruit, promote, or support women workers on a par equal to men. Despite efforts made to ensure that female representation is achieved at
all levels of management, women are still underrepresented in many government and non-government organizations particularly in position of power and leadership.

Women often take the lead and initiate change in their own local communities; yet they continue to remain under-represented in many areas of management and decision-making. The lack of women in management positions means that organizations are missing out on an important and measurable competitive advantage. Recent research studies by de la Rey (2008) show a strong positive correlation between a critical mass of women managers and outstanding business performance. Despite their making up a prominent share of the workforce in western countries, women represent a minority of the managerial population a situation that is well replicated in most Kenyan organizations.

The study was interested to question why there are so few women in top managerial positions, and why they have difficulties to attain those positions. The low proportion of women leaders is argued in most cases to be a reflection of inequalities and injustices in society and working life as a whole. Therefore, the primary concern for the study was ethical; that is, women can be regarded as a discriminated group as women do not have the same opportunities as men in a career context and in attaining managerial positions. Everyone irrespective of gender should have a fair chance of career progression and changing the inequalities is an ethical challenge for both women and men.

The major concern is that, despite the fact that women make a larger percentage of the working population in Kenya possessing the quality and capabilities of leadership, the
hindrances to top level management remain firmly in place. The study therefore sought to assess the challenges affecting women from attaining management positions.

1.3 Objectives of the Study

The study aimed at identifying the challenges affecting women’s progression to management levels in government ministries, with specific reference to the Ministry of Foreign Affairs, Ministry of Immigration, Ministry of Education, Ministry of Planning and the Prime Minister’s Office.

1.3.1 Specific Objectives

The following formed the specific objectives of the study

i. To establish how the attitudes of women affect their progression to management levels in government ministries.

ii. To find the extent to which management style affects women’s progression to management levels in government ministries

iii. To establish how organizational culture affects progression of women to management levels in government ministries

iv. To establish the effects of Human Resource policy on progression of women to management levels in government ministries
1.4 Research Questions

The study sought to answer the following questions

i. How does the attitude of women affect their progression to management levels in government ministries?

ii. To what extent does management style affect women’s progression to management levels in government ministries?

iii. How does organizational culture affect progression of women to management levels in government ministries?

iv. Does Human Resource policy affect the progression of women to management levels in government ministries

1.5 Significance of the Study

The study is important to the public sector in that an environment of increasing labour shortages, economic success may depend on attracting and retaining the skills of women and expanding the pool of talent available for management positions.

Increasing female representation in management would also be of benefits in terms of fairness and equity. By increasing the representation of women in senior roles the government would be seen as the employers of choice by women and the wider community. Senior women are also valuable role models and mentors to male and female staff aspiring to senior roles.
1.6. Scope of the Study
The research focused on critical factors affecting women's progression to management levels in government ministries in Kenya. Emphasis was centered on the challenges that affect the Ministry of Foreign Affairs, Ministry of Immigration, Ministry of Education, Ministry of Planning and the Prime Minister's Office.

The research study covered areas of management and operations. The study only covered the headquarters of these ministries in Nairobi. The study confined itself on data, obtained from staffs of all cadres.

1.7 Limitations of the study
The responses of the convenience sample may not be representative, thus the results may not necessarily generalize to other ministries and other sectors for instance the private sector. Females were more likely to participate in the research because the focus of the research was of more interest to them.

1.8 Summary
This chapter presents an overview of the representation of women in management positions in organizations. The under-representation of women managers and gender discrimination issues in the workplace have been assessed through previous studies, however, little research has focused on the perceptions of government ministries to the progression of women in the public sector. The chapter provides background information
and the statement of the problem for the study. Research objectives, research questions, significance of the study, limitations and the scope of the study.
Definition of Terms

Constraint - Characteristics or circumstances that limit women's ability to advance in their career within the hospitality industry.

Glass Ceiling – The U.S. Department of Labor (1991) defines the glass ceiling as artificial barriers based on attitudinal or organizational bias in the workplace that prevent women from advancing to leadership positions in their organizations.

Leadership – a dynamic and interactive process that involves shared values and visions, motivations and communations (Brownell, 1992).

Management – the organization and coordination of the activities of an enterprise in accordance with certain policies in achievement of defined objectives. (Peter Drucker, 1999)

Progression – This is the act/process of movement forward from one tone or chord to another

Sexual Harassment – The creation of an intimidating, hostile, or offensive work environment. Repeatedly staring provocatively and making off-color jokes or remarks (Woods & Kavanaugh, 1994).

Women in Management – This is the upsurge/rise of women from lower levels in organizations to the top positions
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks at some academic literature on the challenges affecting women’s progression to management level in government and how they apply to this study.

2.2 Theoretical Models of Women in Management

Models and theories have guided some of the research on gender-based income disparity. Human Capital Theory (Becker, 1975) and The New Home Economics Theory (Becker, 1981, 1985) have been the most popularized theories.

2.2.1 Human Capital Theory

The Human Capital Theory suggested that those with a larger investment in themselves have greater career opportunities and are efficiently sorted into higher paying jobs. Better educated workers have greater potential because they have increased their human capital investment by extending their credentials. The theory explains the difference in income by suggesting that a portion of those differences is not attributable to gender at all, but to the different levels of education, training and experiences.

There are greater gender differences in specific human capital, i.e. industry-specific work experience and managerial experience. Male entrepreneurs may have more industry-specific experiences as compared to female entrepreneurs because they do not fulfill a domestic role and, are therefore, more likely to invest more time in developing work and
industry specific experiences. Moreover, men are more likely to attain management positions, because management experiences are related to male role expectations. Although role expectations have changed significantly during the past century in favor of gender equality at work, women are still disadvantaged in terms of career development in many countries. Women often interrupt their careers to fulfill their domestic role as mothers. Such career interruptions result in significantly less accumulated time in employment, and, thus, less work and industry as well as managerial experience.

2.2.2 New Home Economics theory

The New Home Economics theory argued that households maximize their use by dividing labor so that, in most households, men specialized in market work and women in domestic work. The male - female wage gap is an outcome of this decision - making process. Women choose part-time jobs that allow them the flexibility to manage their domestic household duties and do not require them to put career above family.

Many studies mentioned the gender gap in income. Umbreit & Diaz (1994) suggested that the gender gap in earnings would be even larger if women did not achieve a higher level of academic success as women continue to major in higher paying fields such as business management and/or undertake more internship related to their fields. Woods and Kavanaugh (1994) found that female managers in the hospitality industry earn $6,400 less than their male peers. According to Brownell (1994), women view this lack of equity as a predominate obstacle to their career progression.
2.3. Women and Management Styles

Managerial and organizational literature has mainly been written by men, for men and about men, despite the fact that women have been occupied in organizations from the beginning of industrialization (Calas and Smircich, 1996, pp. 222–223). Mills (1997), for example, argues that the famous leadership style research by Lewin, Lippitt, and White drew its conclusions from groups of 10-year-old boys. Moreover, Powell (1988) says that many theories of effective management have been based on observations of male managers. Furthermore, Linstead (2000) contends that in such classical management and organization theories as, for example, scientific management and human relations, the perspective of gender has been suppressed. He says that organization theory either has to embrace gender or suppress it, and also acknowledge the motivations behind, and the consequences of, the suppression. As a whole, several writers argue that organization and management theory as well as business education are based on masculine values as the accepted norm for managerial behavior (Aaltio-Marjosola, 1994; Billing and Alvesson, 1989, 1994; Boot, 1994; Calas and Smircich, 1991, 1993; Lämsä et al., 2000; MacLellan and Dobson, 1997; Mills, 1988). Calas and Smircich (1996, p. 223) note that although the study of women managers has been a subject of interest from the 1960s, not much has changed in women-in-management literature since then.

Research concerning women leaders continues to be popular, but its underlying assumption often adopts masculinity as the norm. Previous studies have focused on distinctive leadership style and the phenomenon of glass-ceiling. Leadership style research tries to find out whether there are differences in leadership styles between
There is evidence that women leaders tend to be more people-oriented, democratic, consultative, showing interpersonally-oriented behaviour and concern for other people's satisfaction, as compared to men (Osland et al., 1998; Tucker et al., 1999). Moreover, women have been argued to be more ethical than their male colleagues (Deshpande et al., 2000; Mason and Mudrack, 1996; Ruegger and King, 1992), but also contrary results exist (Harris, 1990; Schminke and Ambrose, 1997). Leadership style research assumes that women and men have different characteristics that make them suitable for different types of jobs. Research often emphasizes the idea that the number of women leaders should be increased because women hold such “new” qualities as networking skills, ability to motivate others, social skills, and so on, that are needed in contemporary organizations. However, if these “new” qualities are not viewed as important in organizations and the stereotyping of women as having a “feminine” leadership style persists, this kind of research can cause problems for women in attaining managerial positions. As a whole, the research results concerning different leadership styles between genders are complex and contradictory, and much of the research relies on extensive measurement of personal attributes.

Research only reveals the degree to which the differences are due to the measured individual attributes. The possible differences found in research are also likely to be seen as natural and innate features of individuals. As a result, traditional leadership style research tends to portray women leaders as the kind of representatives of women that follow women's “natural” way of behaving. Furthermore, research easily reifies the existing power relations, making the assumptions of research invisible and taken for
granted. This makes it difficult to do away with discriminatory practices, let alone even to see them.

According to Calas and Smircich (1996), a similar focus on individual characteristics also dominates such gender-related research as, for example, job stress (Davidson and Cooper, 1984; Jick and Mitz, 1985) and job satisfaction (Brockner and Adsit, 1986). Moreover, leadership style research emphasizing the “new” qualities of women manager’s results in the idea that women and men are competitors to each other instead of being collaborators.

2.4 Women’s Attitude towards Management Positions

Today, not only in the less developed countries, but in the developed ones, there are some stereotypes about women managers that pose obstacles to their advancement as professionals. Traditionally, men have been seen as better suited than women to hold executive positions. The qualities associated with being a successful manager have been associated with masculinity, such as ambition, objectivity and an authoritative manner. Women have been seen as different from men, universally lacking the necessary personal characteristics and skills to make good managers. The entry of women into senior levels within organizations over the last decade or so has brought this stereotype into question Wackman (1996).

Attitude is enduring response dispositions with affective, behavioral and cognitive components. They are evaluations of objects, issues, or persons and based on affective, behavioral and cognitive information Taylor et.al. (2006). Attitude can be defined as a
positive or negative evaluation of an object. "Objects" include people, things, events and issues. When people use such words as like, dislike, love, hate, good, and bad, they are usually describing their attitudes. Social psychologists also use specialized terms to describe certain classes of attitudes. For example, an attitude toward self is called self-esteem; negative attitudes toward groups are referred to as prejudice Franzoi, (2000). As noted above, there are obvious negative attitudes and gender discrimination toward women as managers around the world. Women make up approximately half of the workforce globally, and the number of women graduates from universities increase tremendously each year. However, the ratio of women managers is still too low especially for top managerial positions. Several researchers have studied attitudes to female managers.

According to an attitude survey conducted in 1965, 54% of the men and 50% of the women thought that women rarely expect or desire positions of authority. Twenty years later, the same authors sent the same survey to another sample of executives and found that in 1985 only nine per cent of the men and four per cent of the women surveyed think that women do not want top jobs. This survey shows that while male executives' attitudes have changed significantly in 20 years, women still see resistance to their progress in business Sutton and Moore, (1985).

With the development of economic integration and globalization in the world, more and more women are entering the job market in many countries. The factors that drive women into the workforce include economic conditions, a sense of devaluation of the domestic
role, and a desire of self-fulfillment (Murgai, 1999). Women's participation in
management jobs has become an increasingly important issue in the corporate world. A
common finding shows that women are underrepresented in management all over the
world although the degree may vary from country to country (Chen, Yu, and Miner 1997;
Adler and Izraeli, 1988).

2.5 Cultural Barriers to Women's Progression into Management
Socio-cultural factors include patriarchy and gender stereotypes. These factors make
females to feel inferior as males dominate management positions. This results in low
participation of women in educational management. Government policies like affirmative
action can increase the participation of women in educational management if they are
well implemented but in most cases they are not fully implemented. Quite often women
are reluctant to be transferred on promotion. Husbands do not allow their spouses to go
on transfer making women forfeit such promotions to management positions. The fact
that women go on maternity leave makes them reluctant to take up management positions
because it causes some discontinuity in performance of their duties. Women are also
faced with barriers like domestic duties and child bearing making them not to perform to
the expected standards. Hence, fewer of them are promoted to management positions in
education with resultant low participation Wanjama, (2002). At present, there are only
few women in management positions in education. Hence women have few role models
and mentors who can encourage and motivate them to aspire for leadership positions in
education. Hence very few women are motivated to participate in educational
management resulting in low participation.
2.6 Organizational Culture

Secondary sources defined organizational culture as "the realities, values, symbols and rituals held in common by members of an organization and which contribute to the creation of norms and expectations of behaviour" (Phillips, Little and Goodine, 1997). Organizational culture defines conduct within an organization, determines what is and is not valued, and how authority is asserted (James and Saville-Smith, 1992).

The values which often underpin the majority of organizations, and thus define personal success, arguably include money, power and status. The corresponding behaviours include working long hours and putting in 'face time' (as proxies for productivity), competitiveness and a willingness to put work above all else (McKenna, 1997; Cornelius, 1998; Raggins et al, 1998). McKenna (1997) and Cornelius (1998) argue that it is these values and behaviours that create the kind of organizational culture which many women find so inhospitable. Women, as well as many men, not only find this environment inhospitable but the patterns of interaction between staff members it creates as being potentially ineffective Marshall, (1995).

Adler (1993) indicates that differences in men's and women's leadership styles are seen as particularly important in light of the trend toward flatter organizations, team-based management and increased globalization. Rosener (1995) and Adler (1993) make convincing arguments that women's interactive styles may represent a It is important to recognize that the idea of male and female approaches to management and leadership may be regarded as stereotypical denying both men and women the opportunity to
exercise different skills and attributes. However there is also a good deal of evidence that women find themselves forced to adopt a male role model in order to succeed in their chosen profession Davidson, (1999). This requires the suppression of qualities which are seen as 'feminine': person-oriented and sensitive to other’s needs.

Research has concentrated on masculine organizational culture as an explanation for the glass-ceiling phenomenon, that is, organizational culture forms a barrier for women’s careers. Usually people are attracted by an organization or a job due to their personal preferences, and cultural preferences are partly based on experience and personality. Eagly and Wood (1991) suggest that people who consider themselves very ambitious, for example, will probably favor a competitive environment; in contrast to people who see themselves as less ambitious. And, it seems likely that men will adhere more strongly to a competitive culture than women will.

Studies also have reported that there are only small differences between the management styles of male and female managers. These differences had decreased to the extent that these cultures were more male-dominated (Eagly & Johnson, 1990). Many investigations have concluded that women in senior management positions have adapted their behavior to emulate traditional male styles (Brownell, 1994). Vianen and Fischer (2002) suggested that compared to men, women would feel less attracted to management positions, especially top management positions, because of their organizational culture preferences. According to their studies, women are confronted with two barriers on the way to the top, which are more restraining for them than for men. One is the women’s first step into
management. Few women will take this step partly because they have weaker masculine culture preferences. The other barrier concerns the step from middle management to top management. Women seem less ambitious than men in pursuing a top management career. It is suggested that if an organization truly wanted to assign more women to top management positions, they should put effort into changing the top management culture as well as trying to attract women with high salaries and status. Vianen and Fischer concluded that both processes of selection and self-selection are responsible for the slow advancement of women to top management careers.

Women say that an inhospitable culture is one of the most significant barriers to their advancement and a major factor in diminishing their satisfaction with work in large organizations Phillips, Little and Goodine, (1997). Explanations for the extremely low numbers of women in the position of senior management positions go beyond corporate policies and practices but are also impacted by gender-based issues.

Additionally the cultural stereotype of 'leadership is male', presents a barrier to any woman who aspires to a leadership position. Despite the fact that many researchers have found that there are insignificant differences in the innate abilities of male and female managers Dobbins and Platz, (1986), stereotypes that portray women as less capable leaders than men persist. The stereotypes come from the assumptions that there are widespread differences in abilities between women and men refer to a cultural prejudice that assumes that men are better suited for leadership positions Heilman et al., (1989).
In recent years, research has shown that work-family conflict also affects women’s career advancement. Mallon & Cassell (1999) found that the expectation of long hours was a significant barrier to seeking promotions for many women in the industry (Mallon & Cassell, 1999). It is assumed that women traditionally would be involved in childcare and housework, which was viewed as their responsibility and an expectation from the men’s world. Women in top management tend to be single or married with few or no children. “Success in the industry demands long hours and requires a great deal of crisis management and problem solving.

Brownell 1994 also mentioned that advancement often means leaving familiar towns, schools, and relatives to move across the country to a property that offers increased job opportunities. It is not unusual for an individual to move three or more times on the path from department head to general manager. There are opportunities in the rapidly growing industry, but people must be aware of the requirements of long hours, stress and loss of quality time with their families. These costs may be seen as not being worth the benefits of a hospitality career. People in the industry must balance success and cost, and struggle with work and family conflicts, especially those who are single parents.

2.7 Other Barriers to Women Progression into Management

There is extensive literature on this topic with evidence from both the USA and Europe which indicates that women face obstacles in their careers which are not faced by their male counterparts Davidson, (1999). Researchers have identified a number of factors that function as barriers to women’s career advancement. These included organizational culture glass ceiling, gender discrimination and sexual harassment.
2.7.1 HR policies and practices

A survey by Catalyst (1990) of human resource managers found that corporations were still not creating diversity initiatives or policies that effectively lessened the obstacles for women wishing to ascend through the ranks to senior management or chief executive positions. Research conducted by Still's (1997) concluded that women feel “disadvantaged” compared with men in the areas of recruitment, selection, promotion and transfer, conditions of service and assessment of their personal qualities (perceived as relevant to promotion decisions). Men in Still's research, on the other hand, felt that women were given equal opportunities to progress, and that the organizational culture was supportive of their career aspirations.

Studies indicate that obstacles to progression arise only after the first five years of women's careers when men's compensation, promotion and job satisfaction begins to surge ahead. Women face certain challenges at work: female characteristics and stereotypes are viewed negatively, and their minority status increases their visibility (Riley, 1993). In addition, as women enter paid employment their male partners tend not to assume an equitable share of the housework and child care.

Many organizations have family-friendly policies to alleviate the pressures of combining work and family life; however employees can be reluctant to access these because of the possible impact on their career. Schwartz (1994) indicates that women assume that career penalties would result from using family-friendly policies, but she also concludes that use is actually career enhancing in that it provides a means for women to remain attached to
the workforce. She adds that using family-friendly policies will be mediated by both individual attitudes and by corporate culture.

2.7.2 Glass Ceiling

The glass ceiling refers to invisible, generally artificial, barriers that prevent qualified individuals, e.g. women, from advancing within their organizations and reaching their full potential (Knutson & Schmidgall, 1999). The term was popularized in the 1980s when it became a significant concept in the workplace in the United States. It describes a tendency for women and minorities to be over represented in the lower levels of an industry, but underrepresented at senior levels. Even though great strides have taken place in recent years, there remains room for improvement.

Bily and Manoochehri (1995) described the development of women’s role in history: traditionally, a woman’s role has been in the home, taking care of children and husband. During World War II, women went to work because men were at war. After World War II, women were sent back home again to be wives and mothers. Their shorter work experience has impacted women in history. Since the 1960s, more and more women have entered the workplace and 30-40 years later they have stayed in the workforce so that the number of working women has been continuously increasing. While women comprise almost half of the workplace, the number of women in mid - management and especially senior management is still low. That is where the term “glass ceiling” comes from as cited in Bily and Manoochehri (1995). Schwartz (Bily & Manoochehri, 1995)
Studies also have identified the difficulties women face in climbing to the top management positions, including the old boy network (Brownell, 1994; Diaz & Umbreit, 1995), working family conflict, and poor childcare support (Brownell, 1998). Weber (1998) found that perceived importance of career constraints are: old boy network, lack of assertiveness, male bias and stereotyping, family and work conflict, insufficient career planning, and unhelpful boss.

2.7.3 Gender Discrimination and Sexual Harassment

Woods and Kavanaugh (1994) found that more than 80 percent of men and women perceive gender discrimination and sexual harassment in the workplace as an ongoing problem. They mailed the 49 - question survey to 1,550 hospitality managers, all of whom had earned a baccalaureate or master’s degree from hospitality management programs within the proceeding seven years. Fifty eight percent of the respondents were women. Results showed that in many cases the reasons why most women graduates left the hospitality industry was due to gender discrimination or sexual harassment. Sexual harassment is simply not basing employment decisions on an individual’s acceptance or rejection of sexual advances. Another form of sexual harassment is the creation of an intimidating, hostile, or offensive work environment. Repeatedly staring provocatively and making off-color jokes or remarks also are considered sexual harassment Woods & Kavanaugh, (1994). Woods conducted a study in 1992 and asked the participants how often sexual harassment occurred in the hospitality industry. “Nearly one - fourth of both female and male respondents agreed with the statement: ‘Most women in my field have been subjected to sexual harassment at work’” Woods & Kavanaugh, (1994).
2.8 Employee Perception of Women in Management

Many women and men "want it all": a successful career and a happy family life. However, finding a balance between paid work and family life is difficult, especially for women. Women still perform a large share of household tasks in addition to childrearing. Therefore, they often have to choose between paid work and family, or they have to prioritize one over another at some stage during their lives. Men seem to be able to "have it all" more easily, but traditionally their participation in household tasks is far less than that of their female partners.

Many women reach the position of executive vice president or chief financial officer. However, once a decision was made to replace a CEO, the list of candidates usually considered seldom included women. The reason for this is that male leaders dominated many industries (Dawley, Hoffman, Smith, 2004).

Historically, men had been perceived as being better suited to become business leaders than women (Dawley, Hoffman, & Smith, 2004). Although the ranks of women in mid-management have grown over the last three decades, the number of top female business leaders in large corporations remained low (Oakley, 2000) (Eagly & Carli, 2003) (Goodman, Fields, & Blum, 2003). Traditional gender stereotypes showed women as deficient in traits believed necessary for managerial success. These gender stereotypes were resistant to change and studies in 1988 showed a preference for male boss by both men and women. Consequently, when these traditional stereotypes were applied to work settings, they affected subordinates’ perceptions of female leaders (Ruble, Cohen, &
Ruble, 1984) (Frank, 1988) (Dodge, Gilroy, & Fenzel, 1995) (Eagly & Carli, 2003) (Vecchio, 2002). According to Morrison, Greene, and Tischler (1985), research showed that organizational members saw female leadership in negative perception; these negative perceptions came from role incongruence. Role incongruence occurred when a woman exhibited behaviors expected of leaders (Reed, 1983). As a result of the incompatibility of the gender stereotype of women and the views of effective leaders, female leaders were viewed differently, often more negatively than male leaders exhibiting the same behaviors (Atwater, Carey, & Waldman, 2001) (Eagly & Carli, 2003). Female leaders were likely to receive conflicting messages about how people expected them to behave. Because these messages expressed incompatible expectations of feminine leaders, a female leader’s inability to meet all of those expectations, led to dissatisfaction with their performance (Dawley, Hoffman, & Smith, 2004). Thompson (2000) research looked beyond perceptions of women based on stereotypes and found minimal differences between male and female leaders. Thompson (2000) examined differences in gender between balanced or unbalanced orientation of leadership, leadership characteristics, and the perceived.

2.9 Conceptual Framework

This study was guided by the analysis of various variables that are deemed to be factors influencing women’s progression to management level in government ministries, with specific reference to the Ministry of Foreign Affairs, Ministry of Immigration, Ministry of Education, Ministry of Planning and the Prime Minister’s Office. Some of these factors, as shown in figure 2.1, include attitude of women towards
management positions, barriers to women achieving management levels, management style and employees perception of women in management.

**Fig 2.1 Conceptual Framework**

### 2.9.1 Review of Variables

This study conceptualized that for women progression to management positions to be achieved a lot has to change: there is need for women to change their attitude towards management positions and embrace it since attitude is a driving force, with the modern world trends and responsibility, a shift from old age cultural assumptions push the urge for women progression to higher heights. By and large, studies have shown that women
executives, when rated by their peers, underlings and bosses, score higher than their male counterparts on a wide variety of measures which is a result of better management styles and positive perception towards women managers. A change in the organizational culture will encourage women to effectively compete for senior positions to advance their careers. Fair HR policies and practices are encouraged in terms of recruitment, selection, promotion and conditions of service for women to ascend through the ranks to senior management positions.

**Gender equality:** There are negative attitudes and gender discrimination towards women as managers around the world. Enhancing equality in management position provision will therefore lead to a rise of women in management.

**Promotion on merit:** To be fair government institutions should institute a portion policy that gives due weightage to merit and provide equal opportunities for promotions in all categories of jobs department and regions.

**Government policy:** Greater participation by women in senior management will require government work environment policies that are supportive for women.

**Education levels:** The increase in the number of women graduates will spur more women to seek management posts that increase the number of women managers at the top.

**Role models:** Women tend to draw their inspiration for management positions from other women who have been successful as managers.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the methodology which was used to conduct the study. The chapter covers research design, target population, sample size, sampling strategy, data collection tools, data collection procedure, data analysis and the expected outcome of the study.

3.2 Research Design

A research design is the conceptual structure within which a research is conducted. According to Mugenda et al., (1999), this design is a systematic inquiry into which the researcher does not have direct control of the independent variables because their manifestation has already occurred. The study employed descriptive Survey research design which deemed appropriate because it handled the situations or events that have already occurred, investigates variables with the same characteristics and does not manipulate the variables (Hopkins, 2000). Data was collected from sampled respondents through the use of a questionnaire. The main purpose of the research design was to provide quantitative and numeric descriptions of some part of the population. It was appropriate in this study because it considered issues such as economy of the design, rapid data collection and ability to understand populations from a part of it.
3.3 Target Population

The target population of this study was the 40 government ministries. This population was heterogeneous in terms of job levels, functions and responsibilities in the everyday duties of the organization. The population was required to provide information on how each is affected or impacted with women management towards the achievement of organizational goals.

Table 3.1 Respondent Distribution as Per Ministries

<table>
<thead>
<tr>
<th>NO.</th>
<th>MINISTRIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Ministry of Foreign Affairs</td>
</tr>
<tr>
<td>2.</td>
<td>Ministry of immigration</td>
</tr>
<tr>
<td>3.</td>
<td>Ministry of Education</td>
</tr>
<tr>
<td>4.</td>
<td>Ministry of planning</td>
</tr>
<tr>
<td>5.</td>
<td>Prime Minister’s Office</td>
</tr>
</tbody>
</table>

*Source: (Government of Kenya 2011)*

3.4 Sample Size and Sampling Techniques

A more representative study required that the whole population or as big as possible to be studied. However, due to lack of adequate time, limited resources and fear of victimization for disclosing confidential information, the researcher used a 10% sample of the target population from all the ministries under study, which constituted 5 ministries with a sample of 20 respondents from each. The main factor considered in determining the sample size is the need to keep it manageable enough (Warwick and Lininger, 1975).
This enables the researcher to derive from it detailed data at an affordable cost in terms of time, finances and human resource (Mugenda et al, 1999).

Mugenda et al, (1999) further suggest that for discipline studies, a minimum of 10% of the accessible population is enough for a study sample. The researcher employed a systematic random sampling technique to select employees upon whom the data collection tool (questionnaire) was administered to.

Table 3.2 Sample Frame

<table>
<thead>
<tr>
<th>Study sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Foreign Affairs</td>
</tr>
<tr>
<td>Ministry of immigration</td>
</tr>
<tr>
<td>Ministry of Education</td>
</tr>
<tr>
<td>Ministry of planning</td>
</tr>
<tr>
<td>Prime minister’s Office</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Government of Kenya 2011)

3.5 Data Collection Tools

This section sets out how data for the study was collected and analyzed. It covers research instruments and administration of research instruments.

The study utilized a combination of data collection techniques and methodologies. Primary data was collected through a structured questionnaire. The questionnaire was containing a mixture of closed and open ended questions. Open-ended questions assisted
in providing additional information that may not have been captured by the closed ended ones (Nachmias, 1996); and to clarify features of the questionnaire which may not be clear (King, et. al 1994). The data that was obtained from the respondents on the challenges influencing women’s progression to management level in government ministries.

Secondary data was used to supplement information obtained from the respondents. The Secondary data was important as it had information that had been tested and had ground to be depended upon (Saunders et al. 2003). Secondary data was sourced from published works including books, journals, magazines, government publications and the internet.

3.6 Reliability and validity of research instrument

Reliability is the degree to which measures are free from error and therefore yield consistent results -the consistency of a measurement procedure (Amit Choudhury, 2010). If a measurement device or procedure consistently assigns the same score to individuals or objects with equal values, the instrument is considered reliable. Reliability involves the consistency, or reproducibility, of test scores i.e., the degree to which one can expect relatively constant deviation scores of individuals across testing situations on the same, or parallel, testing instruments. The reliability of the questionnaire was measured by the use of Cronbach Alpha.

On the other hand validity has been defined by “the extent to which (a test) measures what it claims to measure” (Gregory, 1992). A measure is valid if it measures what it is
supposed to measure, without including other factors. Prior to using the research instruments (questionnaire), the content validity of the instruments was determined by the researcher discussing the items in the questionnaire with the supervisors and colleagues. This helped in check for vocabulary, language level and how well the questions posed was understood by the respondents. The comments, suggestions and observations obtained was used to improve the instruments by making the questions clear, correcting deficiencies and any other changes that might had be deemed necessary.

3.7 Data Collection Procedure

The researcher used a structured questionnaire to collect data for this research. The questionnaire (Appendix I) contained both closed and open-ended items; closed ended questions was formulated because they are easy to administer and easier to analyze while open ended questions were used because they permit a greater depth of response and expression. The questionnaire was used to get data from those categories with numerous respondents. It had the advantages of being cheap, the questions were made as easy as possible, easier to administer, be left with the respondents to respond at their own free time and results in data is suitable for analysis as designed by the researcher.

Structured questions were mainly used in the instrument though open-ended questions were also applied. The questionnaire was divided into sections whereby the first section consisted of statements seeking information on the respondents’ background. This was necessary in describing the respondents (Borg and Gall, 1997). The other sections were seeking to solicit data on particular variables of the study.
3.7 Data Analysis Procedures

Data was checked for accuracy and completeness; and once that was confirmed, entered into a computer and subjected to Statistical Package for Social Sciences (SPSS) for analysis. The use of Microsoft excel was also employed. The data collected was purely quantitative and was analyzed by descriptive analysis. The likert scale questions were analyzed and the mean score and standard deviation used in determining the extent to which the studies dependant variables affected the progression of women to management position in the various government ministries. The data was presented in the form of bar graphs, pie charts and frequency tables according to the objectives and research questions of the study.
In addition a multiple regression analysis was conducted. The regression equation was:

\[ WP = b_0 + b_1 WA + b_2 OC + b_3 MS + b_4 HR + \varepsilon_i \]

Where

\[ WP = \text{Women progression} \]

\[ b_0 = \text{a constant term that refers to the autonomous progression that is independent of the predictor variables.} \]

\[ b_1, b_4 = \text{Coefficients of the independent variables} \]

\[ WA = \text{Attitudes of women towards management} \]

\[ OC = \text{Organization Culture} \]

\[ MS = \text{Management Style} \]

\[ HR = \text{HR policy} \]

\[ \varepsilon_i = \text{Error Term} \]

### 2.7 Ethical Issues

Ethical measures are principles which the researcher should bind him/herself with; in conducting his/her research (Schulze, 2002). In this study, the researcher was guided by the following research ethics:
3.7.1 Permission to Conduct the Research

In order to conduct research at an institution, approval for conducting the research should be obtained before any data is collected (McMillan and Schumacher 1993). In this study, the researcher, asked for permission from the relevant authorities in the ministry before collecting data.

3.7.2 Ethical Consideration

Participants were given enough information concerning the study before data collection (Schulze 2002). The participants were provided with adequate information on the aims of the study, the procedures that were followed, the possible advantages and disadvantages for the participants, the credibility of the researcher and the way in which the results will be used. These enabled participants make informed decision on whether to participate in the research or not. No form of deception will be used to ensure the participation of the participants (De Vos et al, 1998).

3.7.3 Expected Outcome

The study sought to identify challenges that affect women’s elevation to management position in the public sector with specific reference to the Ministry of Foreign Affairs, the office of the Prime Minister, the Ministry of Planning, the Ministry of education and the Ministry of Immigration. The study anticipated negative opinions from people against affirmative action whereas those in favor were expected to give positive information towards the study.
On realization of the obstacles experienced the study came up with recommendations on how to go about attracting and retaining the skills of women and expanding the pool of talent available for management positions.
4.1 Introduction

This chapter presents the analysis of the data collected and interpreted on the assessment of challenges affecting women's progression to management levels in government ministries in Kenya. This chapter is divided into sections whereby the first section consisted of statements seeking information on the respondents' background. This was necessary in describing the respondents (Borg and Gall, 1997). The other sections were seeking to solicit data on particular variables of the study. The division is just as according to the questionnaire that the respondents were required to fill. The second section was analyzed by the following research questions. To establish how the attitudes of women, the management style, organizational culture and Human Resource policy have an effect on progression of women to management levels in government ministries.

4.2 Reliability

Reliability is the degree to which measures are free from error and therefore yield consistent results - the consistency of a measurement procedure (Amit Choudhury, 2010). The reliability of the questionnaire was measured by the use of Cronbach Alpha. The research was found to be very reliable to having a reliability of above 6. This is evident by the table 4.1 below.

<table>
<thead>
<tr>
<th>Table 4.1 Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>.931</td>
</tr>
</tbody>
</table>

Source: Survey Data (2012)
4.3 Background Information of the Respondents

In this section, background information about employees who were respondents to the questionnaire is given. The information is meant to give an insight into the nature of the respondent in gender, working experience, ministry the respondent is from, level women occupy in the organization, the time women take to raise the ladder to management and also the level of education of the respondent.

4.3.1 Gender of Respondent

When the respondents were asked about their gender, a majority of 54% were found to be of male gender while the remaining 46% were of female gender.

Table 4.2 Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>37</td>
<td>54.4</td>
<td>54.4</td>
<td>54.4</td>
</tr>
<tr>
<td>Female</td>
<td>31</td>
<td>45.6</td>
<td>45.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Aggregated Total</td>
<td>68</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey (2012)

Table 4.2 above shows the percentages of the genders in the percentage column, this gives the picture that most males compared to females are employed in the government ministries.
This can be further represented as per the pie chart below in figure 1.

Fig. 4.1 Respondents Gender

4.3.2 Work Experience

The table below shows the period the respondent has been working in the government ministry that he or she is in.

<table>
<thead>
<tr>
<th>Experience in years</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>less than 5</td>
<td>40</td>
<td>58.8</td>
<td>58.8</td>
<td>58.8</td>
</tr>
<tr>
<td>5-10</td>
<td>19</td>
<td>27.9</td>
<td>27.9</td>
<td>86.8</td>
</tr>
<tr>
<td>11-15</td>
<td>3</td>
<td>4.4</td>
<td>4.4</td>
<td>91.2</td>
</tr>
<tr>
<td>above 15</td>
<td>6</td>
<td>8.8</td>
<td>8.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Aggregated Total</td>
<td>68</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey (2012)
From table 4.3 above, it show that majority 58.8% (n = 40) of the respondents had worked for 0 – 5 years, and the rest are as follows 5 – 10 years are 27.9% (n = 19), above 15 years 8.8% (n = 6) and the least percentage was obtained by employees who have worked for between 11 to 15 years at 4.4% (n = 6).

4.3.4 Level of Education of the Respondent
It was revealed that a significant number of 41.2% (n = 28) of the respondents had acquired certificates or diplomas as their highest level of education as compared to 36.8% (n = 25) who had bachelors degree and 22.1% (n = 15) who have undergone masters level. This is evidently shown by the bar graph below.

![Bar graph showing distribution of respondents' level of education](image)

Fig.2 Distribution Respondents Level Of Education
4.3.5 Level Occupied by Women

When the respondents were asked on the level occupied by women in their organization, it was evident that as the women started to increase in number as the go down the management pyramid. The bar graph and table 4.4 is evidently showing this.

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subordinate</td>
<td>14</td>
<td>20.6</td>
<td>20.6</td>
<td>20.6</td>
</tr>
<tr>
<td>Clerical</td>
<td>33</td>
<td>48.5</td>
<td>48.5</td>
<td>69.1</td>
</tr>
<tr>
<td>Supervisor</td>
<td>13</td>
<td>19.1</td>
<td>19.1</td>
<td>88.2</td>
</tr>
<tr>
<td>Managers</td>
<td>8</td>
<td>11.8</td>
<td>11.8</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Aggregated Total</strong></td>
<td><strong>68</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2012)

From the table 4.4 above it is evident that most women 48.5% (n =33) in the organizations work at the Clerical level, 20.6% (n=14) work at the subordinate level, 19.1% (n=13) are supervisors while the least of them 11.8% (n=8) are in the top level of management.

4.3.6 Duration Women Take for Promotion

Respondents were required to give a response on the duration women take to be elevated from one level to the other and their responses are shown by the table 4.5 below.

<table>
<thead>
<tr>
<th>Duration in years</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>less than 5</td>
<td>24</td>
<td>35.3</td>
<td>35.3</td>
<td>35.3</td>
</tr>
<tr>
<td>5-10</td>
<td>33</td>
<td>48.5</td>
<td>48.5</td>
<td>83.8</td>
</tr>
<tr>
<td>11-15</td>
<td>10</td>
<td>14.7</td>
<td>14.7</td>
<td>98.5</td>
</tr>
<tr>
<td>above 15</td>
<td>1</td>
<td>1.5</td>
<td>1.5</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Aggregated Total</strong></td>
<td><strong>68</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Survey (2012)
From the table 4.5 above we can see that on average most women 48.5% (n = 33) take more than 5 years but less than 10 years for them to be elevated from one level to another. The other percentages are as follows 35.3% (n = 24) take less than 5 years, 14.7% (n = 10) take between 11 – 15 years and 1.5% (n = 1) take above 15 years to be elevated to the other level.

4.4 Descriptive Analysis

This is the second section in this chapter where both the dependent and independent variables are descriptively analyzed and discussed.

4.4.1 Women’s Attitude

The study sought to find out how women’s attitude contributed according to the research question on how the attitudes of women affect their progression to management levels in government ministries.

<table>
<thead>
<tr>
<th>Table 4.6 Descriptive Statistics on Women’s Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Women are good managers</td>
</tr>
<tr>
<td>Women shy from position</td>
</tr>
<tr>
<td>Women pursue management post</td>
</tr>
<tr>
<td>Higher education is a factor</td>
</tr>
<tr>
<td>Pays and allowances is a factor</td>
</tr>
<tr>
<td>Poor existing management is a factor</td>
</tr>
<tr>
<td>Influence by peers is a factor</td>
</tr>
<tr>
<td>Promotion on merit is a factor</td>
</tr>
<tr>
<td>Aggregated Total</td>
</tr>
</tbody>
</table>

Source: Survey (2012)
From table 4.6 above it is evident that the women’s attitude had an average score with a mean of 3.1967 since the scale that was used was likert scale of five with representations as 1 = Strongly Agree, 2 = Disagree, 3 = Undecided, 4 = Agree, and 5 = Strongly Disagree. The standard deviation from its column above is 1.4042 meaning that the responses from the respondents had a slight deviation when compared to each statement above.

4.4.2 Organization Culture

The report findings here are on organizational culture is giving findings on respondents’ measures on central tendencies and dispersion on organizational culture.

<table>
<thead>
<tr>
<th>Table 4.7 Descriptive Statistics on Organization Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Implement presidential decree</td>
</tr>
<tr>
<td>Equal opportunities</td>
</tr>
<tr>
<td>Values when promoting staff</td>
</tr>
<tr>
<td>Successful employees</td>
</tr>
<tr>
<td>Fairness in competition</td>
</tr>
<tr>
<td>Staff willingness</td>
</tr>
<tr>
<td>Love work than environment</td>
</tr>
<tr>
<td>Accommodated women’s interpretation</td>
</tr>
<tr>
<td>Wrong organizations</td>
</tr>
<tr>
<td>Male valued more than female</td>
</tr>
<tr>
<td>Aggregated Total</td>
</tr>
</tbody>
</table>

Source: Survey (2012)

The 68 respondents’ results on organizational culture are as show in table 4.7 above. The scale that was used was a likert scale of five since it was the main scale in all questions in the first statement where 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree. The aggregate mean score was placed at 3.115 while the
standard deviation was at 1.2748. On the basis of the scale that was used the respondents
generally confirmed that the organizational culture was Undecided upon women’s
management progression.

4.4.3 Management Style

The following is the respondents’ response on Management style that is being used by the
organization in which the respondents are in to find their effects on to the women’s
progression.

<table>
<thead>
<tr>
<th>Table 4.8 Descriptive Statistics on Management Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>-----</td>
</tr>
<tr>
<td>68</td>
</tr>
<tr>
<td>68</td>
</tr>
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<td>68</td>
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<td>68</td>
</tr>
<tr>
<td>68</td>
</tr>
<tr>
<td>68</td>
</tr>
<tr>
<td>68</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Source: Survey (2012)

It is evident that the management style had effects on to women’s progression since of
the mean 3.3603 and standard deviation of 1.2635. This is also seen by the great
difference between the statements’ means and standard deviation.
4.4.4 Human Resource Policy

The responses on human resource policy as an independent variable from the 68 respondents that data was collected from are evidently shown by table 4.9 below.

<table>
<thead>
<tr>
<th>Table 4.9 Descriptive Statistics on Human Resource Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Promotion is complied with</td>
</tr>
<tr>
<td>Family commitment</td>
</tr>
<tr>
<td>Education levels influence</td>
</tr>
<tr>
<td>Marital status influence</td>
</tr>
<tr>
<td>Flexibility influences</td>
</tr>
<tr>
<td>Working under pressure</td>
</tr>
<tr>
<td>Aggregated Total</td>
</tr>
</tbody>
</table>

Source: Survey (2012)

From table 4.9 above it is evident that Human Resource Policy affected women’s progression. The minimum column shows how each statement greatly affects Women’s Progressions since it has a value of lan and not 0. It is also evident by the great variation between the mean score of 3.2230 and standard deviation of 1.3440.

4.4.5 Women’s Progression

Women’s progression was the main factor behind the study and the responses are given in the descriptive table 4.10 on women’s progression.
Table 4.10 Descriptive Statistics on dependent variable

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There specified process for women</td>
<td>68</td>
<td>1.00</td>
<td>5.00</td>
<td>2.3382</td>
<td>1.17956</td>
</tr>
<tr>
<td>Women rising in management position</td>
<td>68</td>
<td>1.00</td>
<td>5.00</td>
<td>3.2941</td>
<td>1.29360</td>
</tr>
<tr>
<td>Willingness by women to compete</td>
<td>68</td>
<td>1.00</td>
<td>5.00</td>
<td>3.9706</td>
<td>.89727</td>
</tr>
<tr>
<td>Better human relations</td>
<td>68</td>
<td>1.00</td>
<td>5.00</td>
<td>3.3676</td>
<td>1.18327</td>
</tr>
<tr>
<td>Increased degree of customer services</td>
<td>68</td>
<td>1.00</td>
<td>5.00</td>
<td>3.4559</td>
<td>.99901</td>
</tr>
<tr>
<td>Better rating in the ministry</td>
<td>68</td>
<td>1.00</td>
<td>5.00</td>
<td>3.0588</td>
<td>1.04927</td>
</tr>
<tr>
<td>Aggregate Total</td>
<td>68</td>
<td>1.00</td>
<td>5.00</td>
<td>3.2475</td>
<td>1.1003</td>
</tr>
</tbody>
</table>

Source: Survey (2012)

From table 4.10 above it shows that there are two statements with great variations that is on willingness and degree of customer service but from the average it is also evident that the variation is great. It shows an average mean of 3.2475 and a standard deviation of 1.1003. The minimum column with a score of 1 shows that all statements have an effect on Women’s Progression.

4.5 Regression Model for the Research Objectives

Regression was used since as a whole, the regression does a good job of modeling women progression. 10.6% of the variation in women progression is explained by the model below.
Table 4.11 Regression Model Summary for Human Resource Policy, Women's Attitude, Management Style and Organization Culture

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Error of Estimate</th>
<th>R</th>
<th>Square Change</th>
<th>F</th>
<th>Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.326</td>
<td>.106</td>
<td>.036</td>
<td>.62084</td>
<td>.106</td>
<td>1.520</td>
<td>4</td>
<td>51</td>
<td>.210</td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Human Resource Policy, Women's Attitude, Management Style, Organization Culture
b. Dependent Variable: Women's Progression

Source: Survey Data (2012)

From the table above, the model explained a significant proportion of variance in women's progression. \( R^2 = 0.106, F (4, 51) = 1.520, p < 0.05 \). Indicating that, the model produced 10.6% of the variance in women's progression.

ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>2.343</td>
<td>4</td>
<td>.586</td>
<td>1.520</td>
<td>.210</td>
</tr>
<tr>
<td>Residual</td>
<td>19.657</td>
<td>51</td>
<td>.385</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.000</td>
<td>55</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Human Resource Policy, Women's Attitude, Management Style, Organization Culture
b. Dependent Variable: Women's Progression

Source: Data (2012)
The ANOVA table above reports a significant F statistic, indicating that using the model is better than guessing the mean. From the model it is evident that the model is not significant since the significance column show the significance to be 0.21 which is greater than the standard value of significance 0.0.

Table 4.12 Regression Coefficients for Women’s attitude, Organization Culture, Management Style and Human Resource Policy

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Correlations</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Std. B</td>
<td>Error</td>
<td>Beta</td>
<td>t</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.983</td>
<td>.876</td>
<td></td>
<td>2.264</td>
</tr>
<tr>
<td>Women’s Attitude</td>
<td>-.038</td>
<td>.126</td>
<td>-.040</td>
<td>-.302</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>.172</td>
<td>.125</td>
<td>.187</td>
<td>1.374</td>
</tr>
<tr>
<td>Management Style</td>
<td>.082</td>
<td>.119</td>
<td>.092</td>
<td>.686</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Women’s Progression

Source: Survey Data (2012)

The table 4.12 above pointed out that women attitude significantly predicted women’s progression, \( b = -0.038, t (68) = -0.302, p > 0.05 \). It contributes \(-1.6^{10^{-3}} \%\) of the total \( R^2 \). Organization culture also significantly predicted women’s progression, \( b = 0.172, t (68) = 0.182, p > 0.05 \). It contributes 3.3% of the total \( R^2 \). Management style significantly predicted women progression, \( b = 0.082, t (68) = 0.91, p >0.05 \). It contributes 82% of the
total $R^2$. Human policy significantly predicted women progression, $b = 0.219$, $t (68) = 0.189$, $p > 0.05$. It contributes 3.6% of the total $R^2$.

$$ WP = b_0 + b_1 WA + b_2 OC + b_3 MS + b_4 HR + \varepsilon_i $$

$WP =$ Women progression

$b_1 , b_4 =$ Coefficients of the independent variables

$WA =$ Attitudes of women towards management

$OC =$ Organization Culture

$MS =$ Management Style

$HR =$ HR policy

$\varepsilon_i =$ Error Term

$$ Y_i = 1.983 - 0.38 WA + 0.72 OC + 0.82 MS + 0.219 HR $$

The women's attitude at -0.38 reflects how attitude is a great determinant to women's attainment of management positions. Women are equally interested in pursuing management positions in the organizations and do so whenever opportunities are advertised. The organizational culture at 0.72 reflects that the public service culture is highly supportive towards women achieving management positions. The management style at 0.82 is reflective of how the management style of women in the ministries greatly determines their achievement of management positions. The human resource policies score low at 0.219 and that indicates that the human resource policies at the ministries are not geared or practiced to support the attainment of management positions by women.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
In this chapter, the researcher summarizes the study and discusses the findings and gives recommendations to further this study. Here the researcher evaluated the challenges affecting women’s progression to management levels in government ministries in Kenya. It is from this chapter that the study as analyzed in Chapter Four in light of the research questions and the objectives is further looked into.

5.2 Summary of Research findings
The study has established the challenges affecting women’s progression to management in government ministries in Kenya. The results from the study showed that most of the respondents working in the government ministries are male (54.4%) compared females (45.6%). This is despite the presidential decree of 30% of positions should be headed by women as the minority since this ensures creative and progressive ideas are incorporated in decision making from the female gender.

The study also revealed the period the respondents had worked for the government ministries which include: less than 5 years (58.8%), 5 years to 10 years (27.9%), 11 years to 15 years (4.6%) and above 15 years (8.8%). This is evident that most respondents are not very old in the ministries and that the government is a good employer with attractive terms in view of the low turnover of managers. Inter ministerial transfers is also evident in the findings.
Out of the 68 respondents the highest education level of education include; certificate and diploma (41.2%) and Bachelors degree (36.8%). There were few respondents with a master’s degree (22.1%).

It is interesting to note that out of the 68 respondents, majority of women had the lower cadre positions. Women in clerical positions had 48.5% \((n = 33)\), subordinate 20.6% \((n = 14)\), supervisors 19.1% \((n = 13)\) and few of the women are in the management team with 11.8% \((n = 8)\).

The study established that the shortest duration women take to be elevated in the government ministries, is between 5 years to 10 years 48.5%. The other durations are represented as follows: 35.3% take less than 5 years, 14.7% take 11 to 15 years and 1.5% take a period of over 15 years. This shows that most ministries have strategies in place to elevate its' staff.

5.3 Answers to Research Questions

Most of the summary in this section is obtained from the descriptive findings on the dependent and independent variables in Chapter Four as they appear in the conceptual framework in Chapter Two.

5.3.1 How the Attitudes in Women Affect Their Progression to Management Levels

On the questions of how does the attitude of women affect their progression to management levels in government ministries in Kenya, which required the respondents to give opinions on how they viewed women’s attitudes towards management positions.
Most of the respondents as seen in study findings were positive that women’s attitude affected their progression to management levels. It was evident that women are just as good managers as men when placed in management positions. It also brought out the fact that women never shun from management positions but pursue management positions whenever they are advertised. Their attitude is seen to be greatly influenced by the qualifications they have, poor management in the institution and merits that are in line with promotions. The study findings are contrary to what other scholars say about women’s attitude towards management positions, compared to an attitude survey conducted in 1965, 54% of the men and 50% of the women thought that women rarely expect or desire positions of authority, stating that women still see resistance to their progress in business Sutton and Moore (1985).

5.3.2 Extent to Which Management Style Affects Women’s Progression to Management

On the question to what extent does management style affect women’s progression to management levels in government ministries; it was evident that most respondents argued that management style being used in their respective ministry affected women’s progression into management level. This is even evidently shown by the duration women take to be promoted which is more than five years. The extent was evident on the management methods that were being applied by both genders in the ministries which were seen to be similar.
Although, it was evident that women have to work extra hard in the organization for them to be recognized or prove themselves and this happens to influence their movement into senior positions in government ministries. Most respondents were seen to agree that women nature will surely affect the management style if they happen to be in senior positions. The nature of women being consultative, better mentors, more considerate, better understanding and stress enduring than men will be of great effect. These findings concur to studies carried out by several writers who argue that organization and management theory as well as business education are based on masculine values as the accepted norm for managerial behavior (Aaltio-Marjosola, 1994). The scholars further show that women leaders tend to be more people-oriented, democratic, consultative, showing interpersonally-oriented behaviour and concern for other people’s satisfaction, as compared to men (Osland et al., 1998; Tucker et al., 1999). Moreover, women have been argued to be more ethical than their male colleagues (Deshpande et al., 2000). The study also established that leadership style through “new” qualities of women manager’s results in the idea that women and men are competitors to each other instead of being collaborators.

5.3.3 Organizational Culture and Its Effect on Progression of Women to Management Levels

Onto the question about how the organizational culture affected the progression of women to management levels in government ministries respondents agreed that, despite public service commission considering equal opportunities for employment and promotion so as to enhance fairness the same was not practiced. Organizational culture as
indicated by scholars defines the conduct within which an organization, determines what is and is not valued, and how authority is asserted. Vianen and Fischer (2002) suggested that compared to men, women would feel less attracted to management positions, especially top management positions, because of their organizational culture preferences. Most of the ministries in the study have a culture that is against women's progression to management level. All ministries were found not to be conforming to the presidential decree of 30% of positions to be offered to women. More so, the organizations interpreted women's flexi-time wrongly and are not willing to accommodate women's values in the organizations statutes. This has been seen to greatly influence the promotion criteria. From other studies as shown in the literature review most organizational cultures tend to work against women's progression to management. According to McKenna and Cornelius 1997: 1998) the values which often underpin the majority of organizations, and define personal success, arguably include money, power and status. The corresponding behaviours include working long hours and putting in 'face time' (as proxies for productivity), competitiveness and a willingness to put work above all else. These values and behaviours, create the kind of organizational culture which many women find so inhospitable.

5.3.4 Effects of Human Resource Policy on Progression of Women to Management Levels

On the question on how does Human Resource policy affect the progression of women to management levels in government ministries in Kenya, majority of the respondents had the opinion that human resource policies seem to be applied equally to both gender. This
can be related to the public service commission's rules and regulations. In relation to HR policies as indicated by the respondents, there is a contradiction to Still's (1997) study that concluded, that women feel “disadvantaged” compared with men in the areas of recruitment, selection, promotion and transfer, conditions of service and assessment of their personal qualities (perceived as relevant to promotion decisions).

The respondents further confirmed that the human resource polices, consider women and men as equals when it comes to promotions. On the other hand, education level, flexibility on working hours and ability to work under pressure were some of the key factors that were considered during promotions.

5.4 Answers to the Research Objective

The research objective was determined to find the relationship between the dependent variable and independent variable. The model which was used is linear because increasing the value of the jth predictor by 1 unit increases the value of the dependent by bj units. Note that b0 is the intercept, the model-predicted value of the dependent variable when the value of each predictor is equal to 0. It was evident there was relationship but it was not significant at 0.05 (p>0.05).

Even though the model fit looks positive, the first section of the coefficients table 4.12 shows that there are too many predictors in the model. There are several non-significant coefficients, indicating that these variables do not contribute much to the model. The
relative importance of the significant predictors is evident in the standardized coefficients. Even though women's attitude has a small coefficient compared to Organization culture, women's attitude actually contributes less to the model because it has a small absolute standardized coefficient.

The second section of the coefficients table 4.12 shows that there might be a problem with multi-collinearity. For most predictors, the values of the partial and part correlations drop sharply from the zero-order correlation. This means, for example, that much of the variance in women's progress that is explained by women's attitude is also explained by other variables. All the indicators of women's progression have a positive relationship with women's progress other than women's attitude meaning an increase in women's progression is due to a negative increase in women's attitude.

5.5 Conclusion

From the above answers on the research questions, it can be concluded that women's progression into higher management levels in the government ministries is highly affected by the organizational culture, management styles, human resource policy and the women's attitude. It is also clear from the research that government ministries need to adopt gender equality policies in all government institutions.

The researcher concludes that a change in the management style and human resource policy will be achieved if there are more women in the management level. This will in
turn change the women’s attitude towards management position and make them more willing to compete for the same.

5.6 Recommendations

Given the above findings and conclusions, the researcher recommends the following measures for implementation to address the challenges affecting women’s progression to management levels in government ministries in Kenya.

1. The government to come up with a strategy to fight against gender discrimination.

2. Commitment from the top. The top management and other stakeholders must give all the necessary support required for the human resource policies to be effective.

3. Implementation of an organizational structure that is representative of the equal opportunities offered in terms of gender.

4. Formulation of human resource policies that are performance based and give clear career development paths.

The researcher considers these recommendations as critical for the government ministries to attract and retain the skills of women and expanding the pool of talent available for management positions. The survival of the country as a whole is dependent on the strength and qualities of each individual irrespective of gender. The willingness to embrace fairness in gender would benefit the government from what the women are capable to offer in the running of the government ministries and institutions.
5.7 Other Uses for Research Findings

Data shows women are grossly under-represented in top decision-making positions. Though ministries and State corporations have made efforts to employ & promote women, gender equity still far from realization, only 72% of women employed in civil service work in lower cadres. As a result the finding of this study can be used in the following government forums to address women progression to management positions. They include:

i. The public service transformation department may also use the findings in implementing its mandate of providing leadership and support for public service institution to ensure that the reform agenda is achieved. This may include making sure the gender parity is reflected in all government promotion, recruitment and other elective posts not only in management but in all other cadres.

ii. The study findings of this study can also be used as a point of reference in addressing the challenges affecting women’s progression to management levels in government ministries through institutions like the women enterprise fund. The objective of the Women Enterprise Fund is social and economic empowerment of women. Women play a critical role in socio-economic development projects; however they face many perennial challenges which are similar to the challenges addressed in the paper. The fund with the help of the study findings can come up with policies and strategies to ensure women and the girl child are financially empowered to enable them access their social and economic needs, which include among many good education and training which in turn will help propel them to management positions.
5.8 Suggestions for Further Research

This study covered challenges affecting women’s progression to management levels in government ministries in Kenya. The researcher feels there are areas in which research could be further explored and evaluated to look up for gaps. These include:

i. A research study on private organizations to evaluate the women progression to management level

ii. A research to establish the impact of the African girl culture on progression to management position

iii. The role of the 30% presidential decree on women representation on the progression of women to management positions
REFERENCES


APPENDIX I: QUESTIONNAIRE

This questionnaire is to collect data for purely academic purposes. The study seeks to evaluate the factors influencing women’s progression to management level in government ministries, with specific reference to the Ministry of Foreign Affairs, the office of the Prime Minister, the Ministry of Immigration, the Ministry of Education and the Ministry of Planning. All information provided by you will be treated with great confidentiality. Kindly do not put your name or any identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that is appropriate to you.

SECTION A: Background Information

1. Name of your department _______________________

2. Gender? Please tick.
   Male [ ] Female [ ]

3. For how long have you worked in the Ministry?
   Less than 5 years [ ] 5-10 years [ ] 11 –15 years [ ]
   Above 15 yrs [ ]

4. Highest level of Education and training attained?
   Certificate/Diploma [ ] Bachelors Degree [ ]
   Masters Degree [ ]
   Any other please indicate ______________________

SECTION II: Women’s Attitude towards Management Positions

5. Women are just as good Managers as men are
   Strongly Disagree [ ] Disagree [ ] Undecided [ ]
   Agree [ ] Strongly Agree [ ]
6. In most cases, women just naturally choose to shy away from taking recognized management positions in organization

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

7. What do you think is the perception of women in the ministries towards management positions?

<table>
<thead>
<tr>
<th>They are undoable</th>
<th>They are for men only</th>
</tr>
</thead>
<tbody>
<tr>
<td>They are attainable</td>
<td>They are for chosen few</td>
</tr>
</tbody>
</table>

8. Women in the ministry competitively pursue management post whenever they are advertised

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

9. The following are factors that drive the urge for management positions. What is your opinion on the statements below considering women in the government?

**Key:** Strongly Disagree (SD), Disagree (D) Undecided (U), Agree (A), Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Factors</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>High educational qualification</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor existing management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hefty pays and allowances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Influence by peers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotions on merit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. In your own words what do you think of women in management position?
## SECTION III Organizational Culture and Women Management Progression

11. What is your opinion on the following statements about the aspects of organization culture on women management progression?

**Key:** Strongly Disagree (SD), Disagree (D) Undecided (U), Agree (A), Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Culture</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the ministry willingly implement the presidential decree of 30% of all new position to women</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The public service commission considers equal employment opportunities in the organization when promoting staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The public service commission considers values of the organization when promoting staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The ministry considers successful employees during staff promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The ministry practices fairness in competition for positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The ministry considers staff willingness to put work above all else during staff promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. What is your opinion on the following statements, in regard to organization culture and promotion of women to management positions?

**Key:** Strongly Disagree (SD), Disagree (D) Undecided (U), Agree (A), Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Values</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women love the work they do but not the environment within which they are asked to do it.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisations are often not built to accommodate women's values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women believe organisations interpret their use of flexi-time or family leave as suggesting that they are not committed to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male traits tend to be valued more highly than female trait</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13. What do you think of achievement orientation of men being valued more highly than the nurturing and affiliation typically ascribed to women.

SECTION IV: Whether Management Style Affects Women’s progression

14. Do you think women and men managers in an organization posses parallel methods of management
   Yes [ ] No [ ]

15. Women have to work harder than men to prove themselves as better managers
   Strongly Disagree [ ] Disagree [ ] Undecided [ ]
   Agree [ ] Strongly Agree [ ]

16. Do you think it takes women longer to move into senior positions?
   Yes [ ] No [ ]
   If so Why? ________________________________

17. The following statements indicate aspects of management style that impact organization management. Do you think if applied by women they would affect management?

   Key: Strongly Disagree (SD), Disagree (D) Undecided (U), Agree (A), Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Management style aspects</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
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</thead>
<tbody>
<tr>
<td>Women being more consultative</td>
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<td>Women are better mentors</td>
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<td>Women are more considerate than men</td>
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<td>Women are better understanding managers than men</td>
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<tr>
<td>Women being stress enduring</td>
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</table>

18. What do you think of women as managers in government ministries?
19. What aspects of organizational leadership and management do women bring out in government ministries?

SECTION V: Human Resource Policy and Women Managers in Government Ministries

20. To what extent in this Ministry, is the policy on merit based promotion irrespective of gender complied with?

- Very low extent [ ]
- Low extent [ ]
- Moderate extent [ ]
- Large extent [ ]
- Very large extent [ ]

21. The following are factors that may influence HR in promoting women into management positions. What is your opinion on the statements below;

Key: Strongly Disagree (SD), Disagree (D) Undecided (U), Agree (A), Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Aspects of HR policy on women management</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women’s family commitments</td>
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<tr>
<td>Education levels</td>
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<tr>
<td>Marital status</td>
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<td>Flexibility on working hours</td>
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<td>Capability to work under pressure</td>
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</tbody>
</table>

22. In your own opinion please indicate which HR policy can be adopted to propel women progression to management in the government ministries

Section V: Career Progression Process of Women to Management Positions in the Ministry

23. Is there a specified process for women management progression in the ministry?

- Yes [ ]
- No [ ]

If yes, please describe the process
24. Which is the most common level occupied by women in your organization?
   Clerical [ ]  Subordinate [ ]  Supervisor [ ]  Managers [ ]

25. What is the average duration that one takes to be elevated from one level to the other?
   Less than 5 years [ ]  5-10 years [ ]  11-15 years [ ]  Above 15 yrs [ ]

26. What is your opinion on the statement below; in the last 5 years in this Ministry:
   Key: Strongly Disagree (SD), Disagree (D) Undecided (U), Agree (A), Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Aspects of women progression to management</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have experienced more women rising to management positions.</td>
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<tr>
<td>We have witnessed a higher degree of willingness by women to compete for new positions.</td>
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<tr>
<td>Since the number of women in management increased there has been Better human relation</td>
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<tr>
<td>Since the number of women in management increased there has been Increased degree of customer service</td>
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<tr>
<td>Since the number of women in management increased there has been better rating of the ministry</td>
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</tbody>
</table>

27. What do you think is the best criteria of promoting women to management positions in the government ministries?

   __________________________________________________________

   __________________________________________________________

   __________________________________________________________

   __________________________________________________________

   __________________________________________________________

THANK YOU FOR YOUR COOPERATION
Dear Respondent,

RE: COLLECTION OF SURVEY DATA

I am a master’s program student at Kenyatta University, School of Business Administration. In order to fulfill the master’s program requirements, I am undertaking a research project on “the challenges to women’s progression to management level in government ministries in Kenya”.

This institution has been selected to form part of this study. Therefore, I kindly request you to assist me collect data by filling out the accompanying questionnaire. The information provided will be used exclusively for academic purposes and will be held in strict confidence.

Thank you in advance.

Yours faithfully,

Jemimah Namodi
APPENDIX: III LIST OF MINISTRIES

<table>
<thead>
<tr>
<th>MINISTRIES</th>
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</thead>
<tbody>
<tr>
<td>1. Ministry of Agriculture</td>
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<tr>
<td>2. Ministry of Cooperative Development and Marketing</td>
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<tr>
<td>3. Ministry of Defence</td>
</tr>
<tr>
<td>4. Ministry of Development of Northern Kenya and other Arid Areas</td>
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<tr>
<td>5. Ministry of East African Community</td>
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<tr>
<td>6. Ministry of Education</td>
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<td>7. Ministry of Energy</td>
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<tr>
<td>8. Ministry of Environment and Mineral Resources</td>
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<tr>
<td>9. Ministry of Fisheries Development</td>
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<tr>
<td>10. Ministry of Finance</td>
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<tr>
<td>11. Ministry of Foreign Affairs</td>
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<tr>
<td>12. Ministry of Forestry and Wildlife</td>
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<tr>
<td>13. Ministry of Gender and Children Affairs</td>
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<tr>
<td>14. Ministry of Higher Education Science and Technology</td>
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<tr>
<td>15. Ministry of Home Affairs</td>
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<tr>
<td>16. Ministry of Housing</td>
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<tr>
<td>17. Ministry of Immigration and Registration of Persons</td>
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<tr>
<td>18. Ministry of Industrialisation</td>
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<tr>
<td>19. Ministry of Information and Communications</td>
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<tr>
<td>20. Ministry of Justice, National Cohesion and Constitutional Affairs</td>
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<td>21. Ministry of Labour</td>
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Source *(Government of Kenya 2011).*