

**DETERMINANT OF EQUALITY PRACTICES ON WOMEN**

**LEADERSHIP: CASE OF MURANG'A COUNTY**

**GOVERNMENT, KENYA**

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## DECLARATION

This research project is my unique work and has not been presented in any learning Institution for the award of either degree or a certificate to the best of my knowledge.

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## **OPERATION DEFINATION OF TERMS**

<b>Leadership</b>	The technique and approach of providing direction, implementing strategies and inspiring people with an aim of achieving a set purpose.
<b>County Assembly</b>	The lawmaking arm of the County Government which makes laws particularly Murang'a County Government.
<b>County Executive Committee</b>	According to 2010 Constitution of Kenya, County Executive Committee implements the county legislation, run and harmonize the roles of county administration and its subdivision and provides the county assembly with complete and ordinary information on matters involving Murang'a County Government.
<b>County</b>	Refers to an area lawfully defined as a local government, getting power from the National government to run the mandates of localized area. In Kenya there are 47 counties inclusive of Murang'a County Government.
<b>Devolution</b>	The act of power distribution between National government to a local authority like Murang'a County Government which help bring amenities nearer to the people of Murang'a.
<b>Gender Equality</b>	States that all citizens have freedom to advance their individual capacities and formulate varieties of choices without restrictions put across by authoritarian gender responsibilities on the different aspirations and desires of women and men are well-deliberated, appreciated and preferred equally.
<b>Gender</b>	Refers to the behavior in which the responsibilities of men and women are socially shaped to the socio-cultural definitions and interpretations of the biological differences between men and women in the society set up.
<b>Patriarchy</b>	Refers to the systematic domination of females by men especially in Murang'a County Government.

<b>Power</b>	Refers to the aptitude of individuals or groups to make their own interests considered even when others counterattack. Men in most cases are capable of making their agendas count as compared to those of women.
<b>Women's Empowerment</b>	Denotes women's capability to formulate premeditated life choices where that aptitude has been formerly deprived due to societal stereotypes.

## TABLE OF CONTENT

<b>DECLARATION</b> .....	<b>ii</b>
<b>OPERATION DEFINATION OF TERMS</b> .....	<b>iii</b>
<b>LIST OF FIGURES</b> .....	<b>viii</b>
<b>LIST OF TABLES</b> .....	<b>ix</b>
<b>LIST OF ABBREVIATION AND ACRONYMS</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
1.0 Introduction .....	1
1.1 Contextual Background of the Study .....	1
1.2 Murang’a County Government .....	5
1.3 Statement of the Problem .....	6
1.4 Objectives of the Study .....	7
1.4.1 Specific Objectives .....	8
1.5 Research Questions .....	8
1.6 Study Justification .....	8
1.7 Study Significance.....	9
1.8 Study Limitations .....	9
1.9 Study Assumptions.....	10
1.9.1 Scope of the Study .....	10
<b>CHAPTER TWO: REVIEW OF RELATED LITERATURE</b> .....	<b>11</b>
2.0 Introduction .....	11
2.1 Empirical Review .....	11
2.1.1 Supportive Legal Framework and Women Leadership.....	11
2.1.2 Economic Factors and Women Leadership .....	15
2.1.3 Social –Cultural Conflict Analysis by Karl Marx and Women Leadership	18
2.1.4 Historical Stereotype and Women Leadership .....	24
2.1.5 Women Leadership.....	27
2.5 Theoretical Framework .....	29
2.5.1 Liberalism Theory .....	29
2.5.2 Alternate Approach Theory .....	31
2.5.3 Patriarchy Theory .....	33
2.6 Conceptual Framework .....	34

<b>CHAPTER THREE: METHODOLOGY .....</b>	<b>36</b>
3.0 Introduction .....	36
3.1 Research Design.....	36
3.2 Study Locale.....	36
3.3 Target Population .....	37
3.4 Sampling Procedure .....	38
3.5 Data Instruments .....	39
3.6 Data Collection Procedure .....	39
3.7 Sample Design.....	40
3.8 Data Analysis .....	40
3.9 Ethical Consideration and Data Management.....	41
<b>CHAPTER FOUR: RESEARCH FINDINGS AND ANALYSIS.....</b>	<b>42</b>
4.1 Introduction .....	42
4.2 Response Rate .....	42
4.3: Employees Working Experience.....	43
4.4 Gender of Respondents .....	43
4.5 Respondents' Age .....	44
4.6 Highest Level of Education.....	45
4.7 Descriptive Analysis of Statement .....	46
4.8 Approach on the Tendency of Gender Parity in Women Leadership .....	49
4.9 Regression Analysis .....	50
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>53</b>
5.1 Introduction .....	53
5.2 Summary of Findings .....	53
5.2.1 Supportive Legal Framework .....	53
5.2.2 Economic Factors .....	53
5.2.3 Social- Cultural Values on Women Leadership .....	54
5.2.4 Historical Stereotype .....	54
5.2.5 Approach on the Tendency of Gender Parity in Women Leadership.....	54
5.3 Conclusions .....	55
5.4 Recommendations .....	56
5.5 Suggestions for Further Research .....	57

<b>REFERENCES.....</b>	<b>58</b>
<b>APPENDICES .....</b>	<b>64</b>
Appendix I: Research Project Time Frame .....	64
Appendix II: Budget.....	65
Appendix III: Questionnaire.....	66

## LIST OF FIGURES

Figure 1.0: Conceptual Framework.....	35
Figure 2.0: Murang'a County Government Map.....	37
Figure 4.1: Employees Working Experience .....	43
Figure 4.2: Gender Distribution.....	44
Figure 4.3: Highest Level of Education.....	46

## LIST OF TABLES

Table 3.1: Target Population.....	38
Table 3.2: Sample Size .....	38
Table 4.1: Questionnaire Response Rate .....	42
Table 4.2: Respondents' age .....	45
Table 4.3: Descriptive analysis of statement .....	46
Table 4.4: Descriptive analysis on the tendency of gender parity in women leadership .....	50
Table 4.5: Model Summary .....	50
Table 4.6: ANOVA.....	51
Table 4.7: Regression model of coefficient .....	51

## **LIST OF ABBREVIATION AND ACRONYMS**

C.E.C	County Executive Committee
K.E.W.O.P	Kenya Women Parliamentarians Association
K.E.W.O.S.A	Kenya Women Senators Association
N.G.O's	Non-Governmental Organizations
P.W.D.S	Persons with Disabilities
S.D.G	Sustainable Development Goal
S.G.B.V	Sexual and Gender Based Violence
W.C.E.D	World Commission on Environment and Development
E.C.O.S.O.C	Economic and Social Council
U.N	United Nations
U.N.E.S.C.O	United Nations Educational, Scientific and Cultural Organization
W.B.G	World Bank Group
U.N.D.P	United Nations Development Programmes
N.A.C.O.S.T.I	National Commission for Science, Technology & Innovation
B.B.I	Building Bridges Initiative.

## **ABSTRACT**

Women globally persist to encounter obstacles related to leadership. The challenges arise from societies and traditions where the family unit of socialization is the central organization of patriarchy which is a vital notion in displaying gender disparity. In addition, supportive legal frameworks contribute in discriminating women leading to gender inequality in leadership. This research study is based on the thinking that appropriate and structured women empowerment in a genuine manner can alter the way the county government is run especially in Kenya. Since 2007, 2013 and 2017, the total number of women parliamentarians is still low, at 9.8%. Some improvement has been made in the present parliament, with women members of parliament now encompassing 19.5%. Thus an equality strategy in women leadership has not been implemented fully. The main objective of the study is to analyze the determinant of equality practices on women leadership in Murang'a County Government. The study was guided by three theories namely: Liberalism Theory, Alternate Approach Theory and Patriarchy Theory. The study also adopted descriptive research design. The population under study comprises of 159 senior government officers as well as political elite in Murang'a County Government and the legislative assemble of Murang'a. The study used purposive sampling in identifying persons with requisite knowledge of the concept of the study. The primary data was collected using the questionnaire and the secondary data was obtained from the government policy documents, gender policies annual reports, strategic plans as well as periodic reports both published and unpublished. The collected data was analyzed using SPSS and Microsoft Excel Software and results presented on tables and percentage for ease of data interpretation and consumption by the readers. The study established that there is a historical conviction that, women are accountable to take care of kids and do household chores than involving themselves in outside home activities like career advancement or furthering in higher education. Women are over tasked with diverse domestic roles which include but not limited to cooking, take care of kids, washing among other endless roles which have neither pay nor compensation. All these actions make women fully engaged in the family unit tasks and hamper their participation in the politics and leadership of the nation. Owing to the findings, the government of Kenya should strengthen the existing constitutional and supportive legal framework in supporting equality strategies in women leadership. This will ensure that women acquire economic resources leading to increase of women's attendance in the political realm. In addition, County governments should adopt the best practices in the field of recruitment of any government vacancy which is based on fairness and gender equity.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter highlights the background information, statement of the problem, general and specific objectives, and research questions, justification of the study, the scope of the study and the limitations of the study.

### **1.1 Contextual Background of the Study**

Gender equality in leadership is a practice and notion that is contested and obligatory requisite. The term gender parity has been acknowledged by mutually globally and by government Institutions. Appreciation of the impact of gender fairness is a pleasing objective required across many avenues in internationally progression practice (UN Women, 2014). According to Walby (2004), gender equality is not only seen as the re-invention in women leadership but also seen as a way to restructure and re-brand a vital feminism part in the contemporary era.

As illustrated in the Economic and Social Council (ECOSOC) masterminded ends from 1997, the UN characterized sexual orientation balance as, "the movement of evaluating the consequences of people of any expected activity including enactment, strategies and projects in all roads and at the three levels." It is an approach for empowering ladies' like men's interests and encounters a basic part of the execution, plan, and evaluation of methodologies and projects in monetary, political, and aggregate circles with the goal that ladies and men advantage consistently and divergence isn't sustained. The pivotal reason for existing is to accomplish sexual orientation equality (United Nations, 2002).

Basically, sexual orientation fairness implies that sex disparity isn't perceived in its entire as a major aspect of regular techniques. Sexual orientation shamefulness issues require to be taken care of within each feature of institutional structure rather than them being a disconnected (Ravindran and Kelkar-Khambete, 2007). Over the previous years, cognizance and devotion taking into account sexual orientation equity in authority has been on the expansion. Sex can be defined as the status of both genders. Sexual orientation portrays all people in network and is eminently by physical and conceptive dissimilarities. The term 'sexual orientation' has slowly procured a mutual implication where it signifies how guys and the females cooperate in the network. The cultural significance of "sex" alludes to orchestrated mutual anticipated set of accepted rules and obligations dependent on an individual sex (Mehra and Gupta, 2006). Then again, McCall (2005) indicates that no careful sexual orientation ought to plan thoughts based on cliché duties. In this manner, individuals ought not to endure sex prospect. As explained by UNESCO (2000), equality happens when people can: circulate incomparability and weight uniformly, have comparable possibilities for money related independence throughout occupation or by methods for trade, can get identical right to tutoring and the opportunity to extend singular premium and abilities where kids are illuminated from weight and sex based hostility in the work and at habitation.

Worldwide, women have frequently encounter disparities on the basis of society forced factors such as customs and religious belief. These hindrances differ depending on state. Sorrowfully, girls and women from third world countries have persistently experienced the repercussions on the basis of gender prejudice for ages (Grigorian, 2007). Gender equality in leadership has created chances for several individual living

in developing countries. According to Grigorian (2007), the Asian states for example, South Korea, India, Japan, Thailand and China has included sex equality and has been acknowledged to be an important dynamic force at inspiring both female and male to discover the need of gender equality thus working together to overcome the obstacles. “In South Korea, the gender equality in leadership lobby group was acknowledged as an essential approach of ensuring women’s enlightenment through issuance of the Gender equality in the platform for Action Statement at the 4<sup>th</sup> World Conference on Women held in Beijing in 1995 by the United Nations” (Lee, 2016).

In 1941, as females were fighting for elimination of household oppression, improved women’s living principles, equal rights to education and freedom from household labor, their rights and gender uniformity for inspiration were renowned and valued in Europe within the knowledgeable circles. the society delegated gender responsibilities and jobs and the duties often imitate the religious, political, economic, and cultural experience and viewpoint of a specific society (Ravindran & Kelkar-Khambete, 2007). Concerns to sex predominantly in Russia, if considered in the phase of females’ enlightenment and overwhelming biased one-sided worldwide view of inferior societal category in relation to females and inquiries relating to society, fit in the universal inhabitants’ margin and political wellbeing and consciousness. Concerns relating to gender and traditions are inclined to compound in Russia. expert and educational isolation relating to women, gender unevenness, women considerably under-represented in choice-making and inferior female income levels have overwhelmed Russia. Frequently, these concerns are applicable to the traditional section (Fedorova ,Savitskaya, & Yakovleva, 2016).

Regardless of sex responsibilities being customary in most societies, responsibility ascription differs from one generation to another. Gender responsibilities have assured dynamic distinctiveness and these are; they adjust from time to time; they are learned deeds and they fluctuate between cultural spheres. As a result, due to conflicting cultural ascription pertaining to gender responsibilities, gender impartiality becomes indispensable to ensure gender mainstreaming perspectives become a custom (UNESCO, 2015).

Additionally, women still encounter segregation politically collectively in societal set up and in economic set up with their narrow voice improbable to manipulate any choice-making supremacy both locally and at employment positions. The government of Kenya has put up measures for ensuring that women are included in the transformation of economy. This has been achieved through a nationwide strategy structure where gender fairness is embraced.

The Kenyan Constitution of 2010 is this structure's basis in which fairness for all is established and a share for representation of female is mandated in the government of Kenya. According to Frosina & Mwaura (2016), the Government in 2011 approved gender strategy principal policy declaration that stipulates her effort in gender justice. Gender equality debate is an exercise and notion acknowledged by all Government Organizations and worldwide. According to UN Women (2014), the worth of gender parity is a fulfilling aim required across many spheres in worldwide advancement practice.

In Murang'a County the debates of women in leadership is escalating though at a low rate. The slow-moving advancement to the gender parity in leadership that allow women take up leadership position in Murang'a county is a huge subject matter that

require lawful debate and interest of scholarly research equality strategies in leadership in the patriarchy society that we live in.

## **1.2 Murang'a County Government**

Murang'a County Government is among the 47 Kenyan Counties. It is occupied primarily by the Kikuyu community and the County has a populace of 942,581 according to 2009 census. The Kikuyu considered Murang'a as their root since Mukrwe Wa Nyagathang'a their inherited home of Kikuyu and Mumbi is in Murang'a. ([https://en.wikipedia.org/wiki/Murang'a\\_County](https://en.wikipedia.org/wiki/Murang'a_County) 2018). The 2010 Constitution of Kenya formed the 47 County Governments with previously larger Murang'a district as a County.

Murang'a County Assembly is situated in Murang'a town along the Kiria-ini road opposite Ihura Stadium. The County acquired the structure previously the Murang'a Municipal Council. Murang'a members of County Assembly is elected for five years term and the political parties nominate members in quantity of the seats obtained in Murang'a elections by all political parties in accord with Article 90 of the Constitution.

In addition, Murang'a County has 35 elected MCA's, 16 nominated members of which 4 are physically challenged (PWD) persons and a speaker. On 22 March 2013, MCAs who were elected were confirmed and sworn in and the speaker of the County Assembly elected and sworn in the same seating. The 2010 Constitution of Kenya Article 178(1) states that "every County Assembly should have a speaker elected by the County Assembly from people who are not members of that assembly as outlined in Article 177."

### **1.3 Statement of the Problem**

It has been observed that most of the Kenyan counties discriminate against women when it comes to politics as well as in top management position of leadership. Women make up 52% of the Kenyan populace and 60% of the country's registered electorate; political representation is deeply skewed favoring men. Since 2007, 2013 and 2017, the total number of women parliamentarians is still low, at 9.8%. Some improvement has been made in the present parliament, with women members of parliament now encompassing 19.5%. Thus an equality strategy in women leadership has not been implemented fully. The gender fairness in leadership is intended to stabilize the structure of elective offices in Kenya in order to ensure there is justice in the government by not allowing one gender to embrace more than two-thirds of elective position as per the 2010 Kenyan Constitution.

The National Gender and Equity Commission was established but the country still does not include women fully in most of decision making positions. In addition, women in management are highly included at the middle and bottom level with the principle of gender equality not being seen at the top management where choice making on how to run the County Government takes place. This study therefore, aims at examining the equality strategies in women leadership in Murang'a County.

A number of studies have been conducted in the area of women leadership in different contexts. For instance, Dhatt, Theobald, Buzuzi, Ros, Vong, Muraya and Jackson (2017) evaluated the role of women's leadership and gender equity in leadership and health system strengthening. The findings highlighted gender biases in leadership in global health, with women underrepresented. The study established that gender roles, relations, norms and expectations shape progression and leadership at multiple levels,

so increasing women's leadership within global health is an opportunity to further health system resilience and system responsiveness. Since the study was conducted in a different context and used different objectives, both contextual and conceptual gaps are presented.

Additionally, Wagana and Mabonga (2020) interrogated company policies, educational qualification and motivation of women in leadership in telecommunication industry in Kenya with a focus on Safaricom limited by employing a descriptive survey design. The study found that good company policies which are not discriminatory are one of the key factors influencing performance of women in leadership position at Safaricom Limited. Since the study focused on women leadership in telecommunication sector and adopted descriptive survey design, conceptual, contextual and methodological gaps are evident. Further, Kossek and Buzzanell (2018) examined women's career equality and leadership in organizations by creating an evidence- based positive change. The study found that despite the increased attention being paid to gender equality for decades, progression has slowed or stalled around the globe, in many countries, such as United States. Since the study was conducted in a developed context, contextual gap is evident. It is in the light of these identified gaps that the current study sought to examine the determinant of equality practices on women leadership in Murang'a county government, Kenya.

#### **1.4 Objectives of the Study**

To examine the determinant of equality practices on women leadership in Murang'a county government, Kenya.

#### **1.4.1 Specific Objectives**

1. To determine the influence of supportive legal framework on women leadership in Murang'a County Government.
2. To examine the influence of economic factors on women leadership in Murang'a County Government.
3. To assess the influence of social-cultural values on women leadership in Murang'a County Government.
4. To evaluate the influence of historical stereotype on women access to leadership in Murang'a County Government.

#### **1.5 Research Questions**

1. How does supportive legal framework contribute to women's leadership in Murang'a County Government?
2. How do economic factors influence women leadership in Murang'a County Government?
3. How do social-cultural values affect women leadership in Murang'a County Government?
4. How does historical stereotype influence women access to leadership in Murang'a County Government?

#### **1.6 Study Justification**

In terms of leadership the study is justified because there is reluctance in implementing equity strategies in Murang'a County just like the rest of Kenyan counties. The foremost reason for this laxity is the reality that male influential leaders are unwilling to bestow up their privilege. Women in most societies continue to face systemic prejudice in Kenyan. Such profound patriarchy can only be successfully overcome by laws that impose gender quotas.

Women are their own opponents. Women outnumber men and also are seemed to be their own rivals in political progression and empowerment, especially when they adopt these long held obsolete thoughts and views that politics is a smudged game thus a reservation fixture of masculine their counterparts. No such a study in image has been conducted so far.

### **1.7 Study Significance**

The study outcomes will enable the administration and management of County Governments make informed strategic decisions and actions on the issue of gender equality strategies in women leadership and how to have effective, efficient and viable county governments that are approachable to the prerequisites and ambitions of the citizens of Murang'a.

The study may also be used by county governments to assess their strong and weak points while enhancing gender equality in women leadership hence the need for change of stereotypes concerning gender inclusiveness issues in areas registering low performance on side of gender.

The government may use the study to obtain valuable information and strategies which can be replicated in other counties to strengthen gender equality strategies in women leadership.

Further researchers and academicians may use the study as a premise for further academic investigations into the areas of gender equality strategies in women leadership and evaluation of counties in Kenya.

### **1.8 Study Limitations**

The respondents were only limited to the staff of Murang'a county government officials and there is no assurance that the data that they gave was precise. I

overcame limitation by collecting as many information as possible from the respondents to authentic the differences. In addition, I used county government documents to verify.

The respondents fell short to offer private exploration information owing to anxiety of security of participant's discretion and official top-secret data. As a researcher, I protected discretion of the data obtained and the anonymity of the respondents by signing a confidentiality and nondisclosure statement.

The study was restricted to Murang'a county government and this will not be an envoy of other counties in Kenya for this reason simplification of the outcome was problematic.

## **1.9 Study Assumptions**

The researcher assumed that the sample was a characteristic of the study group and that all through the study phase, there was no variation in the variables. Further, the tools for data gathering were effective and dependable in findings for the research.

### **1.9.1 Scope of the Study**

This project examined the information on equality practices and women leadership in Murang'a county government. Choosing a case study is intentional due to the marginal nature of women in accessing leadership positions. The study looked into depth the determinants that have been limiting women in accessing leadership position in the National and county government since 2010 when the current Kenyan constitution was promulgated. In the view of supportive legal framework, the researcher was limited to Kenyan legal provisions as stated in the Kenyan constitution and other supportive Acts of law.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0 Introduction**

Article 10 of the Kenyan 2010 Constitution stipulates the core principles that direct the country and includes gender inclusiveness and public participation among other core standards. The public officials in government have the responsibility of encouraging gender inclusiveness and public participation especially women as well as defending human rights from any grounds of prejudice based on gender.

#### **2.1 Empirical Review**

##### **2.1.1 Supportive Legal Framework and Women Leadership**

Yingjun, Jahan and Qamruzzaman (2021) conducted a study which evaluated the relationship between Access to Finance and Legal Framework in Female Entrepreneurship Development in Bangladesh: The Mediating Role of Self-Leadership. The study adopted a quantitative method and a structured questionnaire for data collection from female entrepreneurs in Bangladesh. Structural equation modeling (SEM) was applied to explore the causal effects of access to finance and legal framework. The study findings revealed that women's entrepreneurial activities were immensely influenced by access to finance, legal constraints, and entrepreneurial skills. The mediating effects of self-leadership behavior also influenced women's participation in business activities. Based on the results, it was recommended that the government and other institutions should take the initiative in female entrepreneurship that affect women's self-leading behavior and policymakers should consider the financial aspects relating to women's business activities.

Moreno-Gómez, Lafuente and Vaillant (2018) examined Gender diversity in the board, women's leadership and business performance. The study aimed at

investigating how gender diversity in top management such as boardroom and top management positions affects business performance among Colombian public businesses. Building on the upper echelon theory which emphasizes that gender is an important characteristic that influences top management's decision-making, panel data models were used on a sample of 54 Colombian public businesses for the period 2008-2015 to test the proposed hypotheses relating to gender diversity and subsequent business performance. The findings supported that gender diversity is positively associated with subsequent business performance. More concretely, the relationship between gender diversity at the top of the corporate hierarchy – in the present case, as CEO and in the top management team and subsequent performance becomes more evident when performance is linked to business operations (ROA), whereas the positive effect of women's representation in the boardroom and subsequent performance is significant when performance is measured via shareholder-oriented metrics (ROE).

Mwagiru (2019) investigated Women's leadership in business and higher education: a focus on organizational experiences in South Africa and Kenya. Data shared was from strategic interviews and focus group discussions with women in senior and leadership positions in business organizations and higher education institutions in South Africa and Kenya. Noting persistent restraints within organizational environments, research findings further presented strategies clustered as: behaviour, communication, information, planning, situational leadership – that women in leadership positions utilize for negotiating organizational contexts, to overcome barriers and optimize their positioning and impacts. In reflecting on what women's leadership means in theory and practice, and on effective leadership characteristics for women in African

contexts, findings discussed contribute to discourse on women's contributions to leadership.

The Kenyan parliament has endorsed empowering administrative systems that give execution energy to the Constitution which incorporates: Basic Education Act, Protection Against Domestic Violence Act (No. 21 of 2015) , Citizenship and Immigration Act 2011, Employment and Labor Relations Court Act , Marriage Act (No. 4 of 2014), The forbiddance of FGM Act 2011, Micro and Small Enterprises Act (No 55of 2012), Matrimonial Property Act (No. 49 of 2013) , Counter Trafficking in Persons Act 2010 , National Gender and Equality Act 2011, Treaty making Ratification Act 2012 and Sexual offenses Act 2006.

In improving duty on decency and equity, the constitution perceived a self-overseeing commission, the Kenya National Human Rights and Equality Commission in Article 59 with the order to embrace sex equality and freedom from predisposition and to make the legislature obligated on doing its obligations. There are two female parliamentary gatherings at parliamentary level incorporating the Kenya Women Senators-KEWOSA and the Kenya Women Parliamentarians Association - KEWOPA. The two add to Parliament's work in coordinating sex into laws and arrangements. Comparable councils are likewise settled in the 47 County Assemblies. Common Society Organizations, private segment and strict associations are additionally answerable for both execution and go about as responsibility bodies in estimating redesign conveyance on not in excess of two third sex rule according to the 2010 Kenyan Constitution. It is critical to grapple the sexual orientation mainstreaming capacity inside a particular parliamentary advisory group for productivity. In the eleventh parliament the Labor and Social Welfare Committee was

entrusted with the obligation of sexual orientation reasonableness however its commitment was just limited to examining financial plans.

On 27<sup>th</sup> August 2010, Kenyans come up with a new constitutional dispensation. The residents invited this move as the 'second republic' where it finished the 20 years of age battle by Kenyan's objection for new sacred offer. This got worship for ladies' common liberties as protected rights. The 2010 constitution recognizes human dignity, social, and monetary rights including the option to safe house, training and right to wellbeing which incorporate recovering wellbeing concern. The guideline of equality and reasonableness is perceived as a middle standard of administration. The public standards, ethics and guidelines of control incorporate human respect, decency, cultural unbiasedness, and comprehensiveness of ladies from different networks, human social equality, reasonableness and shielding the minimized areas. Furthermore, since freedom Kenyan ladies were not endowed to offer ethnicity to kids brought into the world external Kenya with non-Kenyan men and furthermore to their unfamiliar life partners.

Third, the Bill of Rights is involved in section four of the 2010 Kenyan Constitution. The part expresses that each person is indistinguishable under the steady gaze of the law and has the privileges to approach security and help of the law. Ladies and men reserve the privilege to approach dealing with like the option to rise to chances in political, social, social and monetary circle. What's more, immediate and roundabout preference is precluded. The nation is relied upon to take law-production and channel which incorporate corroborative activity projects and methodologies expected to reestablish deficiency experienced by people or gatherings because of authentic imbalance. Specification further states, notwithstanding the measures featured in Clause 6 of the 2010 constitution, the state are relied upon to take administrative and

different measures to incorporate the rule that not multiple thirds of individuals from elective bodies ought to be of a similar sexual orientation out in the open help." Delegation of intensity shaped 47 region governments which have gotten initiative at the lower level nearer to the individuals and bringing numerous ladies into public authority space through lady agent post. Other extra advantages for ladies from the 2010 constitution contains: decency in authority with 33% as the essential mass most loved for ladies in the executives , reasonableness in admittance to instruction , equality in work, decency in marriage , all biased standard practices are prohibited, insurance of marital property, ensured ladies established rights to legacy and to gain land, reasonable parental responsibility ,and the commitment for both network and individual elements to adjust with the incorporation esteems on sex.

### **2.1.2 Economic Factors and Women Leadership**

Sidani (2016) while examining factors affecting women leadership to reach top management and its impact on the economy in the kingdom of Bahrain found that there was an ample of challenges facing working women in the Arab world; represented by gender discrimination, lack of line experience, inadequacy of career opportunities, gender differences in linguistic styles and socialization, gender-based stereotypes, gender inequalities lower levels of participation and pay especially in the upper echelon. The study indicated that although Arab women had come a long way over the past few decades; it was still argued that working women face these challenges in the Arab world more evidently than their counterparts in other parts of the world. Hence, this gives room to investigate the various barriers that may hinder a woman from reaching top management positions and boardroom, along with its potential effect on the economic growth.

Krawiec (2016) carried out a study on Socio-economic implications of female inclusion in organizational structures and in leadership positions. The study analyzed selected determinants of female underrepresentation in organizations, and in leadership positions in particular. The author pointed out to the rich body of research and to the multiple implications of gender inequality. Among the change resistant, deeply rooted factors, those originating in culture have a significant impact on women's inclusion in organizations. This paper focused on macro problems, and explains why some determinants are more persistent than others, and still influence gender equality at all levels of organizational structures. The determinants were systematized, analyzed using statistical data, and rooted in a wide body of research. The article also presented potential future developments and available tools that can be employed to speed up changes leading to gender equality in organizational structures, particularly in leadership positions.

Qian (2016) examined the gender diversity in corporate boardrooms in Asia and the Pacific and how the diversity affects corporate performance. The study found that boardroom gender diversity was low in Asia with 7.5% female representation on average in 2012, but showing a 1.8% improvement in 2013. The study revealed that the appointment of female directors and a gender-diverse boardroom were done on average positively associated with a firm's subsequent performance, but with large cross-country and cross-measurement differences. Firm performance is the highest when there are two females on the board. Using two-stage analyses, the study found that a firm's past performance does not predict its choice to add female directors; cross-country differences in female corporate leadership respond to its economic demand and supply as measured by gender equality in college education, labor participation, wages, and infant survival; and female representation on the board,

when determined by these economic factors, is a significant predictor of a firm's future performance.

According to World Bank Group Report (WBG, 2018) females' contribution in political sphere relies primarily on their entrance to job opportunities equip them with not only material power, but also positive certified abilities and experiences and greater assurance. Women accessibility to production means and funds directly connects and controls on the women contribution in political spheres. Being conscious of the effects of economy on women with the agenda of promoting economic progress and improving the livelihood standard of the most defenceless people in the society mainly women still in most African communities have no constitutional right to make a decision on one's own possessions in the house hold since the family unit head is always the father who has power over each asset and material goods of the family.

Hedija and Nĕmec (2021) evaluated the association between gender diversity in leadership and firm performance with evidence from the Czech Republic. The study indicated that as a result of economic factors, women always require to get authorization of the father who is the head of the family to purchase some expenditure resources and other properties of the family. The study established that even if women are remunerated, most of occasions their earnings is manipulated by men and occasionally if the father and mother have their own income separately, women cover family unit expenses whereas men take pleasure of their money in places like hotels and bars. This makes women at all times to be reliant on men economically which is the main root for their little involvement in politics of the country as well as in public participation spheres of life. There are particular catalytic finances devoted to women, persons with disabilities (PWDs) as well as the youth for growth programmes.

### **2.1.3 Social –Cultural Conflict Analysis by Karl Marx and Women Leadership**

Lotwel, Ongori and Gervasio (2021) conducted a study with the aim of assessing social cultural practices affecting the level of women's participation in social development in Turkana Central Sub-County, Turkana County, Kenya. The study used Liberal feminist theory that believes gender inequality is produced by reduced access for women and girls to civil rights and the allocation of social resources such as education and employment was used to guide the study. A descriptive survey research design was employed in the study to blend the quantitative and qualitative research approaches and for holistic investigation of the study problem. The study was a survey of the 31 women self-help groups in Turkana Central Sub-County and the elected women political leaders. The leaders of the women self-help organizations were randomly selected and women political leaders were purposively selected, where 98 study participants constituted a study sample. The findings revealed that 62.9% of the respondents agreed that gender disparity affected women's participation in development, this implied that socio-cultural practices such as early marriages, polygamy, women's' restrictions on owning land, marital status, and gender roles hindered women from participating in development.

A study by Marie Eversson (2009) indicated that power in most cases involves direct use of force and at times it is accompanied by the advance of ideas (ideologies) which are used to validate the events of the authoritative. Ideology, power and difference are for all time directly related since disagreement or conflicts are about power due to the benefits in terms of rewards it brings. The people in possession of authority in most cases depend on influence of philosophies in order to keep hold their supremacy and use their power if necessary. Similarly, Mommsen, H.J (2006): Gender and Development, the societal conflict model considers society as being imbalanced and

the difference inequalities result to conflict and transformation. The conflict theorists consequently consider gender not only in terms of inequality in performance and responsibilities but also significantly on grounds of inequality in power.

A review by Iddy and Kisimbii (2017) on social elements impacting the investment of women in the implementation of community projects in Kilifi County discovered that social conventions are deciphered to debilitate women's interest in community projects. The investigation suggested that one-sided societies and customs ought to be forgotten and the constitution maintained by seriously including women in community projects. Mindfulness battles on gender ought to be done to abate the stereotyping, sex isolation, and down-rating of women in the general public.

As indicated by Mbogori (2020) in the investigation into factors that influence the level of participation of women in community development projects, it was uncovered that the socio-cultural component plays one of the significant roles in explaining the low interest of women in network improvement ventures. The examination prescribed that the government should join forces with different associations to organize more workshops to sharpen the network on the importance of enabling women to partake in improvement projects. Another investigation led by Ngamo-Moono (2016) found out that socio-cultural elements affecting Maasai women's involvement in pay-creating exercises in the examination territory included age, conjugal status, instruction foundation, family unit size, and absence of basic leadership on pay use. The investigation reasoned that Maasai women's association in salary creating exercises contributed little to the prosperity of most families in the examination zone. The examination prescribed the need to make empowering conditions that should enhance loan strategy and business abilities.

Conflict theorists in addition dispute the belief of functionalists that differentiation results in peace and solidarity and they emphasize that gender associations are featured by a struggle for power in which women look for reform of the imbalanced power relation and men try to defend their constitutional rights. By use of Marxist perspectives, Friedrich Engels elaborated how technology advances the materialization of personal goods and free enterprise resulting in men acquiring extra power than women Marie Eversson, (2009).

Lelelit, Macharia, and Kirema (2017) studied the influence of social-cultural factors on women's participation in wildlife conservation projects, a case study of the northern rangeland trust in Samburu County. The particular targets were; to build up the impact of social practices on women's interest in natural life protection projects; to evaluate the impact of the degree of training on women's cooperation in untamed life preservation projects; to decide the impact of sexual orientation jobs on women's support in natural life protection projects; and to inspect the impacts of strict convictions on women's investment in natural life protection projects in the Northern Rangeland Trust in Samburu County. Illustrative review research configuration was utilized in this investigation. The objective populace was 213 individuals from staff in the administration positions of the Northern Rangeland Trust in Samburu County, where an example of 64 respondents was chosen. They were conservancy board members, management staff, and conservancy Scouts/officers level task administrators who counseled or associated with the Lelelit.

Friedrich Engels argued that in traditional hunting and gathering bands the behavior of women was considered as being significant to those of men although they were diverse. On the other hand, when men became owners of personal material goods the condition of women is distorted resulting to a power chain of command where men

were at the apex. Men became the governing group in society while women engaged in the position of underprivileged class Marie Eversson, (2009). County Governments of Kenya as well as National Government still holds this view as important. This is because men believe they are the 'heads' in all sectors including the top leadership position. That is why there are few women who hold the top position in leadership like the governor seat and there is no woman who has been the president in Kenya.

According to (UNDP, 2015), Customs from the traditions persist to underline women's main responsibility as housewives and mothers thus restricting them to the responsibilities. A traditional value structure which is strong and patriarchal favours sexually discriminated responsibilities and "traditional cultural principles" militate against the development, growth and females taking part in political progression. Communities particularly in Africa are controlled by a philosophy of "a woman's place." Based on this philosophy, females only partake the task of "working mother", generally underpaid and apolitical. In other nations, women are even notified on voting and people to vote for.

Cultural viewpoints about women have influence on representation all through the political progression, from a specific female's choice to get involved in politics to party candidate choice, to voters' decisions during elections time. Consequently, females are discriminated as leaders since individuals are predisposed to make an assumption that headship is a man's thing. Female leaders encounter predicaments. Autocratic traits performed by women are assessed more unenthusiastically by people than the same actions by men their counterpart. Consequently, women still face cultural hindrances in partaking politics even in countries in which they made job career gains or education set up (AMISON, 2016).

In the perspective of Africa, there is a historical conviction that, women are responsible to take care of kids and do kitchen tasks than involving themselves in outside home activities. For this reason, there is sharing out of tasks between men and women, which mean household deeds are attached to women and beyond home activities attached to men. Women are over tasked with diverse domestic roles which include but not limited to cooking, take care of kids, washing among other endless roles. All these actions make women fully engaged in the family unit tasks and hamper their participation in the politics of the nation. A study finding by Gidudu et al (2017) shows that women have to do home chores, agriculture, and laundry whereas men go out on duty as well as further their education outside the family and women stay back to take family obligations.

Baxter (2013) According to cultural perspective in many societies, women are believed to be led but not be the leaders. Stereotyped point of view regarding women comprises key hindrances which include social insight in relation to leadership aptitude of women and women's lack of assertiveness in participation in political sphere. In this regard, long-established opinions regarding gender fairness manipulate women's progression in political involvement. Theories of socialization as discussed in this section have pointed out the continuity of sex tasks division in the society particularly in the classless or traditional behaviour continuation towards females in public and private settings. Socialization theories highlight that those behaviours are learnt in life's early stages throughout formative agencies, as well as traditional sex functions continuation acquired at home, family, local community, in learning institutions and the place of work. Cultural issues with long-established standards pertaining to the tasks of women in the home and family unit, most of women may hesitant to vie for a seat and if they get the chance, they may receive adequate

electoral and party support so as to win. Significantly in Africa, females are considered subsidiary to men and second category members particularly in rural areas. Eagle, A. & Czerny, S. (2009) Stereotype about women, men and leadership: p.34-35, Women encounter two types of structural issues, some are societal based and others originate in corporate context. According to Eagly & Sczesny (2009, p. 34), causal factors to the women's restricted professional progression for include societal expectations of female contribution in service industries like community and social service health services, social and education; restricted human capital; some aspects of social programs and strategy. Social strategy intended for female perpetuates disparity in domestic responsibility. "When maternity leaves are preferential over paternity leaves or when women are expectant to do works on part-time basis after the delivery of a child whereas men are not given equal chance to do so. The social view perspective denotes that it is more suitable for women to accomplish the obligations of family unit tasks than for men to do so."

Even though women have augmented their contribution in the place of work over the decades their household tasks have reduced slightly. Findings by Fuwa and Cohen denotes that "the average American woman works 13.2 hours on weekly basis on household in comparison to her husband who works approximately 6.6 hours" (Grezela & Bouchard, 2010, p.768). The inequality creates a detrimental set-up for females obligated to decide between a detrimental work-life balance to chase their career goal (Eagly & Sczesny, 2009, p.39).

In addition, Guerrero (2011, p.382) posit that females are supposed to work in sections with smaller amount of progressive advancement or in areas not transforming to executive progression. Women in administration and management tend to be from

non-business settings limiting their chances of succeeding since their leadership skill in business are zero or very minimal (Broughton & Miller, 2009, p.14).

#### **2.1.4 Historical Stereotype and Women Leadership**

Tabassum and Nayak (2021) examined gender stereotypes and their impact on women's career progressions from a managerial perspective. The study by adopting survey design indicated that gender stereotypes continue to exist and are transmitted through media, and through social, educational and recreational socialization, which promote gender prejudice and discrimination. The study also argued that contemporary management culture does not critically engage with the social theories of gender studies, which could help in developing gender-neutral affirmative action-oriented managerial perspectives. The paper outlined different aspects of gender stereotyping and their impact on women's career progressions from a managerial perspective, which engages with the critical theories of gender studies. The paper contributes to existing literature by identifying the antecedents of gender stereotypes and their impacts on the career progressions of women in management and also advances theoretical understanding of three clear conceptual shifts, that is, Women in Management, Women and Management and Gender and Management.

Baker (2019) in a research study assessed the relationship existing between stereotyping and women's roles in leadership positions. The purpose of the study was to provide a literature review of current trends with regard to women in leadership positions, since women are increasingly reported as having excellent leadership skills. In fact, women, more than men, are praised for having traits and styles that are associated with effective leadership performance. The design used by the study was a literature review of current research on gender differences in men and women in top leadership roles. The findings revealed that despite the evidence that women are

capable of being top performers, women are still not attaining top-level leadership positions in comparison to their male peers. This paper will consider some of the reasons that women have difficulty in climbing the corporate ladder as well as discuss stereotyping and gender as it relates to leadership traits.

A study by Alvarez and Lopez (2013) reported that from unheard screams to powerful voices, it is commonly believed that since men are the main producers in the “contemporary” society. In the past, matriarchal communities existed where women were praised as goddesses, were paramount cultivators and were in high position, they were major food gatherers and producers. Varieties of theories have explained why this was distorted. Reed come up with the idea that women lost their position in cultural, societal and productive life due to the private property advancement and their value disappeared with their previous position. Others such as the De Beauvoir pointed that transformation happened when it was recognized that both genders were engaged in the reproductive course (De Beauvoir, S. (2010), *The Second Sex*).

The study by Lee Bon Psychology of People (2015) established woman is our possessions we are not hers because she bears off springs for us-we do not produce any to her. She is therefore our ownership as the fruit tree is that of the gardener. Scholars further seconded reproductive ability of women to conclude their mental weakness and then twisted around and drew a conclusion using the intelligence would obliterate reproductive aptitude. For instance, “the woman who regularly uses her mind losses her mammary role very fast and had little optimism to be other than an ethical and medical freak” (Hall, 1905). Compared to an adult enlightened man, women are nearer to the kids and savages.

According to Welsh, Patrick (2010) *Community Development*; the family unit is the central organization of patriarchy, which is a vital notion in displaying gender

disparity. This implies “the rule of the father”. Generally, it is a society controlled and subjugated by men. In most African families, this is widespread. The scenario of men being given a superior societal prominence over women is cropping into public life, which is reflected even in state performance. The family performs a key part in ensuring status quo of this patriarchal order across generations. The socialization of offspring to anticipate and admit diverse responsibilities in life has formed a societal system for the progress of principles that prompt numerous forms of inequity against the female sex. The main mental weapon obtainable to man is the span of time they have enjoyed supremacy over women and taking it for granted particularly in politics that often stereotype women and rationalize their inferiority.

According to Guerrero (2011) in most societies, women are seen as feeble and incompetent of making smart choices. Women have been represented across generations to be simply able of deciding on small matters, frequently occupied in rumour and gossip, and less intellectual. This was planned and strengthened for many years through male-supremacy institutions and patriarchal societies which incorporate the thought that the woman was lesser. With the invariable strengthening of the idea that women are substandard in each facet, it became difficult for women to follow their political path as an active member. This patriarchal belief makes it even hard for a woman to be involved in politics. The fact is that such attitudes and behaviour are not a thing of the past since such attitudes directed to women are present in societies all over the world today in both urbanized and developing nations. According to Greene and Elffers (2000). *The 48 Laws of Power*, Politics is the art of science involved with influencing governmental policies and strategies. Aspiring female politicians in Kenya have noted the gender discrimination they encounter when running for office.

A study by Robert (2014) highlighted how ethnic barriers, gender favoritism and a lack of information were hindering women's responsibility in public life. Women also assert that party leadership (institutional favoritism) hinder them run for office especially during 2013 county assembly elections despite the fact that they had conquered their opposition in the nomination process especially in Kibra slum in Nairobi. The 2010 Kenyan constitution brought about positive approach for women to have more likelihood of being voted and to go through a political party which in most cases as witnessed in the past is not fair.

### **2.1.5 Women Leadership**

M'arimi (2018) evaluated the factors influencing participation of women in leadership in secondary school management in lower Yatta District, Kitui County, Kenya. A survey design was used in a quantitative research approach. The study targeted 21 registered secondary schools in Lower Yatta District. Simple random sampling was used to select 52.3% of the registered schools giving a sample of 11 schools. A questionnaire with closed ended items was used. The study findings showed that participation of women in leadership in secondary school management in Lower Yatta District is influenced by culture, legal/policy framework and networking. The study also indicated that despite efforts to ensure that female representation is achieved at all levels of governance, women are still underrepresented in many government and non-government organizations particularly in positions of power and leadership. It was thus recommended that there is need to sensitize both men and women the importance of embracing pragmatic cultural practices that recognizes the equality of all persons, religious institutions should be encouraged to involve women in their leadership structures.

According to Lawson, Martin, Huda and Matz (2022), gender equality in the various political arenas worldwide has been a challenging task to achieve despite the efforts made by most countries in embracing democracy. Further, realization of gender equality in matters of political participation and its leadership is yet to be achieved. The involvement of women in political leadership is low, over the globe and not only limited to African countries. A notable exception has been on the Nordic countries, with the number of women in parliamentary positions at 42% (Elias, 2018). Rwanda and Andorra have been able to achieve a parliamentary representation of 56.3% and 50% respectively. The two countries are ranked among the top in world, in having gender equality in representation of women in political leadership at the parliament (Parvin, 2014). On the contrary, there are other seven countries in the world that do not have women representation in their parliaments and they include countries such as Micronesia, Nauru, Qatar, Belize, Palau, the Solomon Island and Saudi Arabia, among others (Peace Women, 2012).

In Australia, women in executive leadership in 2019 were 38.8% compared to 61.2% men (Evans & Maley, 2021). The USA, an advanced economy and emulated in many other ways has not achieved gender equity in higher education. Evans and Maley (2021) reported that women held 18.7% of full professorships and only 19.3% of presidents (Vice chancellors) of colleges and universities. It is therefore quite evident that men dominate the governance and management levels of higher education institutions. Consequently, men have the decision making power and authority regarding strategic direction and allocation of resources. More of interest to the policy makers is the likelihood that women have few or no role models and mentors, something that may have far reaching consequences in terms of developing future female leaders.

According to a study by Mwanache (2019), by 2014 the proportion of women in parliament was 15.4% in Angola, 5.9% in Botswana, 12% in Lesotho, 14.4% in Malawi, 17.4% in Mauritius, 25% in Namibia, 22.3% in Tanzania and 16% in Zimbabwe. While South Africa and Mozambique had 32.8% and 37.2% respectively, in Kenya, the progress towards women's involvement in politics is also not different from other African countries. According to M'mbaha and Chepyator-Thomson (2019), Kenya women's presence and political participation in leadership and governance has a long history dating from pre-colonial through colonial to post-colonial period; e.g. the first woman Chief -Wangu wa Makeri- (1901-1909), who defied patriarchal structures of culture and tradition, and rose to become a formidable leader who is said to have brought development and peace among to her community.

## **2.5 Theoretical Framework**

### **2.5.1 Liberalism Theory**

This theory was proposed by Hobbes and Locke (1959). Liberalism theory is a political philosophy or worldview founded on ideas of liberty and equality. Liberals adopt a wide range of views depending on the principal understanding of these, but in general they support programmes and ideas for example the freedom of speech, press, religion, civil rights, free markets, democratic societies, international cooperation, gender equality and secular governments (Crenshaw, 2017). Gender equality, which is one of the views supported by liberals, is a state of equal access to opportunity and resources on the gender, decision-making plus participation in the economy; valuing the stature of different behaviors, equal needs and aspirations despite the gender. Equality on gender, equality in men and women, has the concept that all human beings, men and women, can without charge to develop on their personal abilities, making choices without the limitations of rigid gender roles, stereotypes as well as

prejudices (Moravcsik, 1992). Gender equality denote that the different aspirations, behavior as well as the needs of both men and women are looked in to, valued and favored in equal measures (Green, 2017).

Liberalism is based on the moral argument that ensuring the right of an individual person to life, liberty and property is the highest goal of government. Consequently, liberals emphasize the wellbeing of the individual as the fundamental building block of a just political system. A political system characterized by unchecked power, such as a monarchy or a dictatorship, cannot protect the life and liberty of its citizens (Seidman, 1983). According to Schalkwyk (2015), participation additionally leads in conveying of legitimate and noteworthy administrations as it is an appropriate for each resident to be allowed to contribute in choices making. This is accomplished through instruction of individuals on the current issues accordingly guaranteeing all formative exercises meet the individuals' needs and wants, a method for dissimilarity goal is given and each individual is given a feeling of ownership in methodology advancement and thinking of activities.

U.N agenda for 2030 on Sustainable Development Goals embrace the specific goal towards gender equality, which aims to stop on discrimination and cruelty towards girls and women in ensuring equal opportunities and participation in all the areas of life. Advancing female political participation is a means to the attainment of the SDGs. It is amongst the Targets for Goal Five that “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life” (United Nations Women, 2017).

Over the years, different countries around the world have developed policies and strategies to improve women participation in politics. Some of these policies and strategies include creation of new parliamentary seats research for women (women

representative) and the one third gender rule. Other strategies include advocacy and capacity building (Malongza, Apusigah & Abagre, 2017). Despite the formulation of these policies and the adoption of different strategies, women participation in political leadership remains low. This implies that strategies for improving women participation in leadership should focus on specific factors such as cultural factors, socio-economic factors and political factors.

Administration turns out to be more multifaceted consistently thusly; there is better require for connecting each person by giving the option to participate in the decision - making measure. As to sex mainstreaming, each affiliation, government and whole humanity needs to prop up sexual orientation decency. Concordance quickens execution as each partner turns into a huge entertainer. This theory is basic in this specific investigation as it assists with valuing that sexual orientation mainstreaming and balance requires partners and accomplices' cooperation through counsel (Kirima, 2020). This theory was considered relevant to the current study since it informed the dependent variable of women participation in leadership.

### **2.5.2 Alternate Approach Theory**

This depends on basic thoughts that acknowledgment of sexual orientation equality in initiative needs new points of view, data, creative act of plan assistance and utilizing of existing systems in order to propel activities. This implies sexual orientation equality is pulled together in tasks dependent on the encounters of execution. The other activity model underlines that sex mainstreaming and uniformity can be blasting if techniques and approaches are reevaluated (Kirima, 2012).

The model expects entertainers to be vital in each period of the movement cycle. First step is the foundation of the development issue that should be taken a shot at. It needs acknowledgment and ensuing following up on the opportunity that is destined to

capitulate solid result to the objective populace. One significant advantage of this methodology is that sex mainstreaming and uniformity concern is now relevant. It involves neither support nor endeavor in influential partners of its noteworthiness. Additionally, significant increase of the arranged methodology is that it encourages in requesting of needs for sex based commitment just as intercession (Lee, 2016).

The subject is then picked and sexual orientation know-how is needed to spread out a game-plan. The sex master should pack in the region so they can accomplish dependability with area specialists. The course of activity is then decided in accordance with the more extensive prepared objectives and the master is needed to offer specialized help concerning sex correspondence venture undertakings. Sexual orientation specialists are needed to configuration observing and evaluation frameworks and to record the conclusive outcomes. After the accomplishment of the undertaking, sex ability is extended to record the result deliberately and successfully. The documentation is basic for filling the current hole in information on sex equity activities (Kirima, 2012).

Proper accounts are then assigned for the finish of the tasks and guaranteeing that assets are reachable to support component and exercises considered essential for the achievement of sexual orientation fairness and mainstreaming. The funds are likewise important to make certain the fundamental mastery is accessible for the tasks. As sex mainstreaming and fairness gets blasting, answerability is exceptionally key and result pointers are alluring to assess whether the venture objectives and aims have been acknowledged and the degree at which the cultural and monetary situations and prosperity of target populaces have been upgraded. At last, authority is the most huge and grave parts of the model to procure the assets necessary and guarantee that sex mainstreaming and balance ventures are completed proficiently (Kirima, 2012).

The analyst is utilizing these models as they join all the basic rudiments essential for solid sexual orientation mainstreaming and equity. The theory are fundamental for the examination's hypothetical system to portray out and analyze the normal outcomes in accordance with sex mainstreaming and uniformity. The theories have been favored as they diagram better structure for breaking down variables that influence sex balance in Non-Governmental associations.

### **2.5.3 Patriarchy Theory**

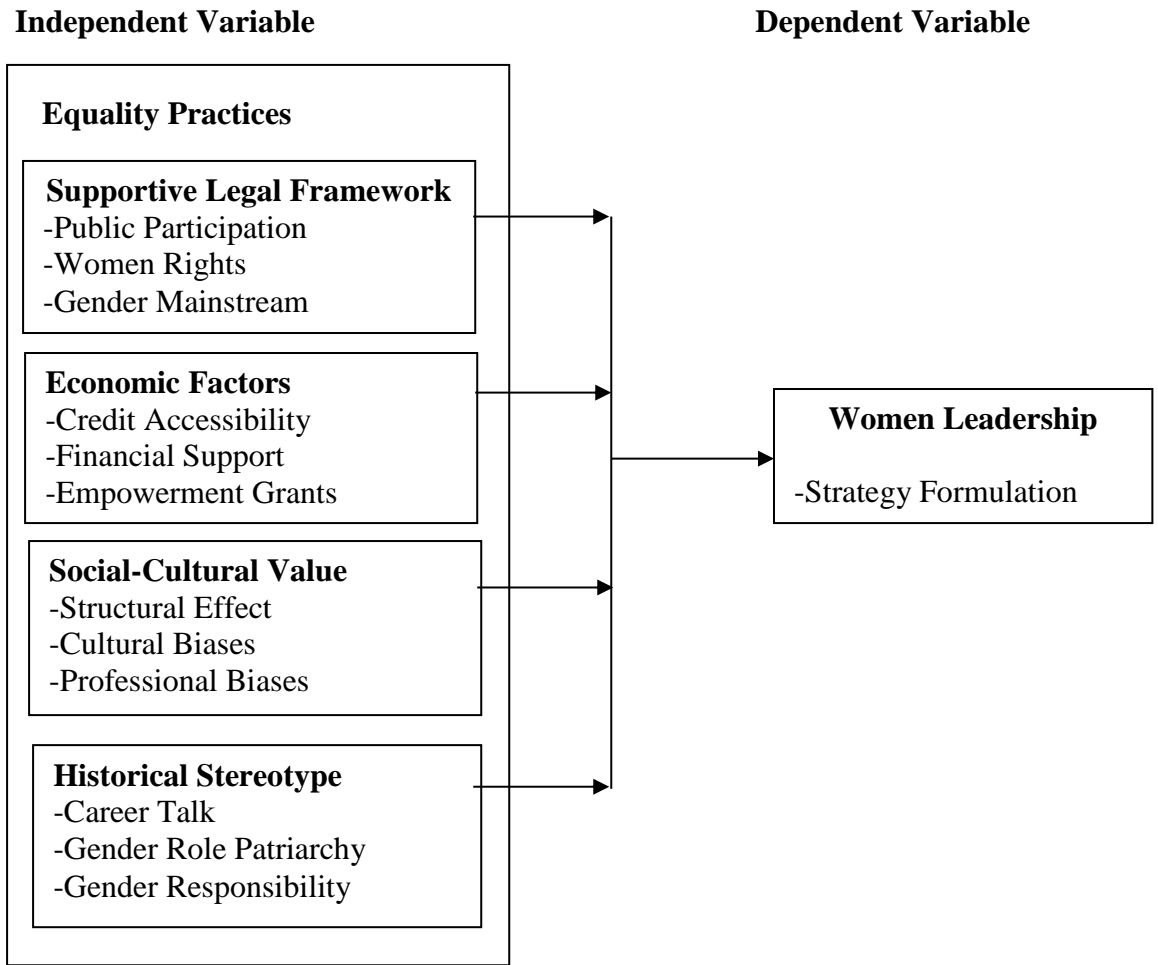
The patriarchy theory was advanced by Hartman (1976). Hartman pronounced two key axes towards male dominance and control over a wide range of domestic and community activities. The first one was the men's superior power. According to Hartman, the men's material power and the women's economic dependence on them is what defines men as superior and women being inferior due to their dependence on the men (Showalter, 1984). The second part forms the basis on labour division that recognizes role of women to the domestic field while the men take charge of the modern economy in the world outside. Women's responsibilities in the domestic sphere take most of their energy and time thus leaving them with neither much energy or much leisure and the freedom of mind to engage in the productive activities than male in the public sphere always do. Due to this, there is perpetuation of monopoly by male who hold vital socio-economic hierarchy and the related of major institutions of modern society such as law and politics (Alzuabi, 2016). Therefore, male domination and the restriction of women to domestic work is the basis for women's oppression and subordination.

This concept of patriarchy was employed in the study to demonstrate how men's material power has led to their superiority over women in the society, hence their dominance in leadership compared to women (Rifkin, 1980). Stereotypes in gender

including those that portray women as incapable to lead and serve hence keeping women to be marginalized in their status by emphasizing their purported weaknesses have shaped societal attitudes towards women (Altius & Raveloharimisy, 2016). In the instances of exclusion of women from powerful positions of leadership, it there follows weakening of the principles to democratic developments, inhibiting on societal economic development. Thus, it remains imperative to adopt measures that enhance women's participation in leadership to achieve sustainable development.

## **2.6 Conceptual Framework**

A conceptual framework can be defined as a logical tool which consists of variables and framework to help the research accomplish the intended purposes (Mugenda & Mugenda, 2003). Measure attribute that assumes different values among subject matter is known as variable, Mugenda & Mugenda, (2003). Kombo & Tromp (2006) defined independent variables as variables that an investigator employs with the aim to determine its effect of impact on an additional variable. They also argue that an independent variable is acknowledged as the dependent variable's main cause of changes. The whole effect from the explanatory variable is indicated by the dependent variable. The study's dependent variables are equality strategies while the independent variables are constitutional and supportive legal framework, economic factors, social-cultural stereotypes and historical stereotype.



**Figure 2.0: Conceptual Framework**

**Source:** (Researcher, 2022)

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

Research methodology is the process of studying a study topic. This section entails the methodology used in carrying out the research, the techniques used in selecting the sample size, sampling methods, the target population as well as the type and source of data.

#### **3.1 Research Design**

A descriptive research design was deployed. This research design is concerned with outcome of how, where and what of an occurrence (Cooper and Schindler, 2003). Descriptive design in addition allows the researcher to describe the state of activities as it happens at the present with minimal bias and make the most of the reliability of the evidence gathered. The study preferred descriptive research design because it permits the scholar to describe the state of activities as they are at the present with minimal bias and take advantage of the reliability of the evidence gathered as indicated by Kothari (2006).

#### **3.2 Study Locale**

The study was conducted in Murang'a county government. The site was chosen due to three major reasons: First, most superior human resources and political elite are easily found in the offices. Secondly, the county is convenient for the researcher as it is located in the epicenter of the country. Lastly, the county is easily serviced by public transport.



**Figure 3.0: Murang'a County Government Map**

### **3.3 Target Population**

A population is a measure in which a set of individuals or objects from which samples are taken for measurements is known as population (Kombo and Tromp, 2006). Target population is the exact population in which data is preferred. The population of this study was 159 employees of Murang'a County Government. The County employees included Chief Officers, County Executive Officers, and Directors in various offices in the executive and elected as well as appointed representatives. The major reason why the respondents were targeted is that they are conversant on the subject matter of the field of study.

**Table 3.1: Target Population**

Entity	M.C.A's	Members of special seats	County Executive Committee	Members of County Public Service	Chief officers	Directors	Personal Assistant of M.C.A's	TOTAL
Murang'a County Government	0	0	10	4	10	38	0	62
Murang'a County Assembly	35	17	0	0	10	0	35	97
Total	35	17	10	4	20	38	35	159

**Source: Murang'a County Government**

### 3.4 Sampling Procedure

Sampling techniques offer a variety of approaches minimizing the data required in view of only data from a sub-group. So as to select appropriate sample size, the researcher employed purposive sampling methods on the basis that the researcher is selecting a sample on his/her understanding of the population (Cohen, 2012). The units to be observed is 100% of the sample size that form 159 respondents of the target population sampled from all the departments within the Murang'a County. The reason for using 100% sample size is that the target population is small and accessible to the researcher.

**Table 3.2: Sample Size**

Entity	Target population	Sample size (100%)
Murang'a County Government	62	62
Murang'a County Assembly	97	97
Total	159	159

### **3.5 Data Instruments**

With regard to equality strategies in women leadership in Murang'a County Government, the investigator utilized both primary and secondary data for analyzing data to be collected using the questionnaire. The researcher adopted the questionnaires given that large percentage of respondents were reached with ease as well as it's economical. The questionnaire contained close-ended questions. Close-ended questions according to Kombo and Tromp (2006), offer more structured responses to aid concrete recommendations.

The questionnaire was well planned and tried with some individuals from the population for extra enhancements. This ensured the boosting of its rationality and exactness of data gathered.

The secondary data was obtained from gender policies, passes and pending legislations on women empowerment, strategic plans, and government policy documents, annual and periodic reports in Murang'a County Government

The study also adopted the use of interviews. Briefly, unstructured interviews were conducted to ensure the researcher gets additional information on the respondent's attitudes and perceptions giving further insights to the research problem.

### **3.6 Data Collection Procedure**

Prior to the actual data collection exercise, the researcher started by seeking approval by Kenyatta University graduate School and NACOSTI. Armed with the approval letters from the university and NACOSTI, the researcher embarked on data collection with the assistance of two research assistants. The data was collected within a period of four weeks commencing in March 2021 to April 2021 including weekends when the politicians were on Building Bridges Initiatives (B.B.I) campaigns. The questionnaires were administered separately to the study respondents using a drop and

pick later technique by use of research assistant. A record of leaving and arriving questionnaires administered to the respondents was kept to ensure that all questionnaires were collected back.

### **3.7 Sample Design**

The descriptive survey design was adopted since the method necessitates the collection of both qualitative and quantitative data. In this method, the respondents were expected to give a descriptive of equality strategies in leadership in Murang'a County Government.

### **3.8 Data Analysis**

The researcher adopted descriptive statistics in data analysis as they are best suited for studies dealing with social phenomena Mugenda (2006). The study findings were analyzed by use of SPSS version 26 using frequencies and percentage tables for ease of data interpretation and consumption by the readers. The study objectives were achieved using inferential analysis (regression coefficients and Pearson Correlation coefficients). Multiple linear regression model presented below was used to establish the statistical relationship between the independent variables and the dependent variable:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

**Y** denotes Women Leadership (Dependent Variable)

**X<sub>1</sub>** denotes Supportive Legal Framework

**X<sub>2</sub>** denotes Economic Factors

**X<sub>3</sub>** denotes Social-cultural Conflict Analysis

**X<sub>4</sub>** denotes Historical Stereotype

**β<sub>0</sub>** is the constant term

$\beta_1$  is the coefficient of the independent variable  $X_i$  where  $X_i$  where  $i=1, \dots, 4$

$\epsilon$  is the error term which is normally distributed with a mean and variance of zero.

### **3.9 Ethical Consideration and Data Management**

The researcher advocated moral respect in the course of the study and offered declaration to the whole respondents that privacy will be upheld. The researcher got knowledgeable agreement from each respondent in the study and made sure that they answer back freely. In addition, relevant experts were consulted and the researcher hunted for authorization to gather data when necessary.

The researcher disclosed the reasons for carrying out the research as purely meant for an academic requirement and not for any other reason and that the respondents would not suffer any harm due to their participation of the study.

## CHAPTER FOUR

### RESEARCH FINDINGS AND ANALYSIS

#### 4.1 Introduction

This chapter gives information of analysis of collected data and presents the findings. The data was first sorted, as a code was developed to facilitate in the analysis as per sequence of research questions. Data analysis was done and presented in frequency tables, percentage, pie charts and bar graphs for easy discussion and interpretation.

#### 4.2 Response Rate

The researcher targeted 159 respondents since the study adopted a census approach from which all the questionnaires were returned yielding a 100% response. In making the study conclusions, this response rate very satisfactory. “A response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to be excellent,” (Mugenda and Mugenda, 2003).

**Table 4.1: Questionnaire Response Rate**

<b>Questionnaire response rate</b>		
Response rate	159	100 percent
Non-response rate	0	0 percent
Total	159	100 percent

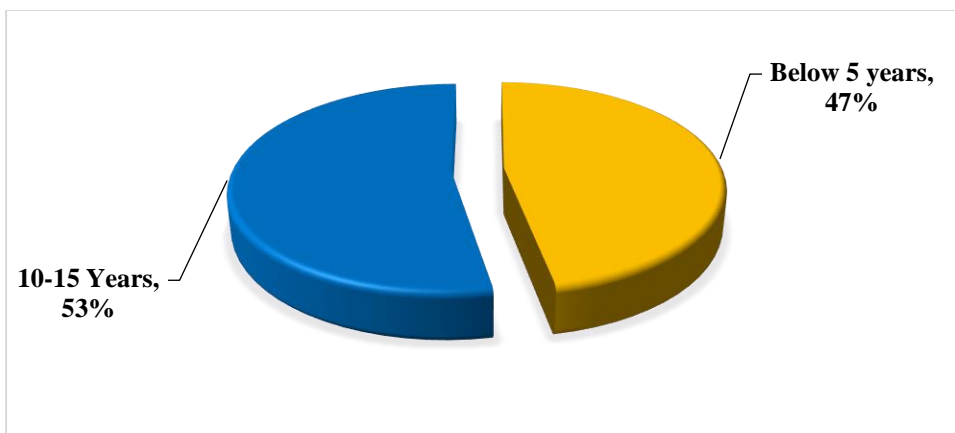
**Source:** Researcher (2021)

As shown above, the response to the questionnaires was quite high as all the 159 questionnaires were received back. From this high feedback the researcher was able to collect adequate data for the study to help in analyzing the findings by help of research assistant and distributing questionnaires during B.B.I campaigns and during board meetings where most leaders were available.

### 4.3: Employees Working Experience

The respondents in the study were requested to state the period they have worked in Murang'a County Government. This was quite important as work experience forms a crucial factor in determining whether the employee has sufficient knowledge of the institution the study was being carried out. Again, this would inform well versed the respondent was with the operations of Murang'a county government as illustrated by Figure 4.1.

Based on the results in Figure 4.1, most (53%) of respondents had worked for 10-15 years and 47 percentages below 5 years. None of the respondents have worked above 20 years since County governments were formed after 2010 constitution was made. On average, it can be argued that the employees had institutional know how on matters of equality strategies in women leadership therefore the results are reliable.



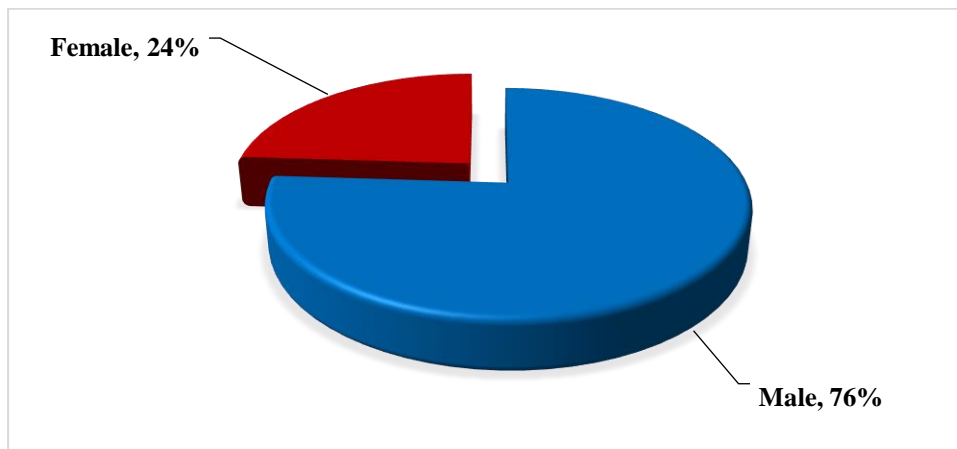
**Figure 4.1: Employees Working Experience**

Source: Researcher (2021)

### 4.4 Gender of Respondents

Participants specified their gender owing to the fact that in Article 27(8) of the Kenya Constitution 2010 provides that “the State shall take steps to ensure that not more than

two-thirds of members of all elective and appointive positions are not of the same gender.” The results on gender of respondents are presented in Figure 4.2.



**Figure 4.2: Gender Distribution**

Source: Researcher (2021)

From the results in Figure 4.2, there is a high proportion of male respondents 121 (76%) as compared to females 38 (24%). This indicates that both genders participated in this study and that they were well distributed in terms of gender as seen in table 4.3.

#### **4.5 Respondents' Age**

In the questionnaire the respondents indicated their age bracket. This although considered a receptive issue by most of the respondents was a necessary since it would facilitate in the evaluation of the workers age set as it has a bearing on the workers' experience and the period served in the organization. This was a good parameter to evaluate the perception of equality strategies in women leadership in Murang'a County Government.

**Table 4.2: Respondents' age**

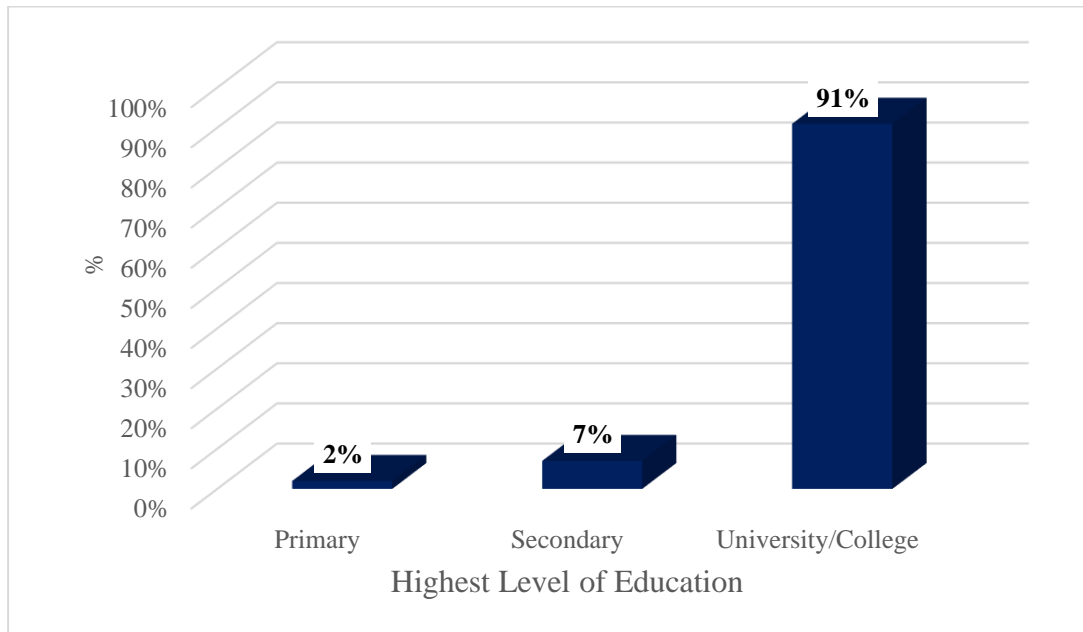
<b>Age range in years</b>	<b>Frequency</b>	<b>Percentage</b>
20-30 years	24	15
31-40 years	63	40
41-50 years	62	39
Over 50 years	10	6
Total	159	100

Source: Researcher (2021)

From the table 4.2, majority were 31 to 50 years old with 40 percent of respondents falling in this category. This rate shows that most of employees are young as compared to employees over 50 years who represent 6% of the respondents.

#### **4.6 Highest Level of Education**

In the questionnaire the respondents stated their level of education. This was necessary as it would facilitate in the evaluation of the workers' competencies and training as it has a bearing on the workers' experience and output of service delivery in government institutions. Results on level of education are presented in Figure 4.3. Majority of respondents in Murang'a county government were educated with 145, 91% attaining University/College education while those with Secondary education are 7 percent and Primary education are 2 percent



**Figure 4.3: Highest Level of Education**

Source: Researcher (2021)

#### 4.7 Descriptive Analysis of Statement

In the questionnaire the participants indicated the extent of how the existing constitutional and supportive legal frameworks, economic factors, social -cultural values and gender roles patriarchy in society contribute to women leadership in Murang'a County Government? 1= no extent, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The results were as illustrated in the table 4.3 below.

**Table 4.3: Descriptive analysis of statement**

STATEMENT	Aggregate mean	Aggregate Standard Deviation
Constitutional and supportive legal framework	3.694	0.6363
Economic Factors	3.015	0.9111
Social- Cultural Values on Women Leadership	3.169	1.2533
Historical Stereotype	2.121	1.043

**Source:** Researcher (2021)

The result from Table 4.3 above show that the respondents were of moderate extent that constitutional and supportive legal frame work has contributed to women leadership in Murang'a county government with aggregate mean of 3.694.

According to GoK, (2010), Constitution of Kenya, the guideline of equality and reasonableness is perceived as a middle standard of administration. The public values, morals and strategies of control integrate human respect, decency, cultural unbiasedness, and comprehensiveness of ladies from different networks, human societal parity, reasonableness and shielding the minimized areas. In addition, Kenya has put several ACTs to support women leadership. The ACTs include: Basic Education Act, Employment and Labor Relations Court Act, Micro and Small Enterprises Act (No 55of 2012), Protection Against Domestic Violence Act (No. 21 of 2015), Counter Trafficking in Persons Act 2010 and National Gender and Equality Act 2011.

The respondents further were of moderate extent that economic factors have influenced women leadership in Muranga county government with aggregate men score of 3.015.

Traditionally women way of life of prejudice places them at a drawback situation in economic sector. Women's social and economic eminence plays a fundamental role in influencing their representation and contribution in political decision making organs. In this regard Shvedova (2002) elaborate that societal and economic position of women in societal set up has a direct manoeuvring on their contribution in political organizations and elected bodies. That means, insufficient of economic possessions is the key challenge that hinders women from involving themselves in politics in larger numbers.0 In order to make it easier for women to acquire economic resources, countries especially in Africa should focus on rising women's turnout in the political

empire. As World Bank Group Report (WBG, 2018) denotes that females' contribution in political sphere relies mainly on their entrance to job opportunities which equip them with not only material supremacy, but also positive certified abilities and experiences and greater assurance. Even if women are waged, most of occasions their earnings is manipulated by men and occasionally if the father and mother have their own income separately, women cover family unit costs whereas men take pleasure of their money in luxury. This makes women at all times to be dependent on men economically which is the main root for their little involvement in politics of the country as well as in public participation spheres of life.

The respondents also were of moderate extent that social-cultural values support women leadership with aggregate mean score of 3.169. The respondents supported that in Murang'a County government the institution has come up with measures to address structural effect, cultural biases as well as strategies to minimize professional biases.

According to Mommsen, H.J (2006): Gender and Development, the societal conflict model considers society as being imbalanced and the dissimilarity inequalities result to conflict and transformation. The conflict theorists consider gender not only in terms of inequality in performance and tasks but also significantly on grounds of inequality in power. Due to such conflicts, the Kenyan Government and Africa at large have come up with measures to ensure that women are incorporated in leadership roles and responsibilities. County Governments of Kenya as well as National Government still holds this view as important. This is because men's conviction is that they are the 'heads' in all sectors including the top leadership position. The Kenyan 2010 constitution has played a great role in supporting women leadership.

They also were of little extent that gender roles patriarchy in society affects equality in women leadership in Murang'a County Government by aggregate mean score of 2.121

According to Welsh, Patrick (2010), Community Development; the family component is the key organization of patriarchy in displaying gender disparity. The society is controlled and dominated by men especially in most African families. According to Guerrero, L. (2011) in most societies, women are seen as weak and unskilled of making smart choices. Women have been represented across generations to be simply able of deciding on small matters, often engaged in gossip, and less intellectual. This was planned and strengthened for many years through male-supremacy institutions and patriarchal societies which incorporate the thought that the woman was lesser. Women in recent years have opposed this notion. In March 2021 Africa acquired the first female president of Tanzania (President Samia Suluhu Hassan) after the death of John Magufuli on March 26, 2021. This shows that women are competent and skilled in leadership.

#### **4.8 Approach on the Tendency of Gender Parity in Women Leadership**

The respondents were requested to state their approach on the tendency of gender parity in women leadership in Murang'a County government. 1=greatly improved, 2= Improved, 3= Constant, 4= Decreasing.

**Table 4.4: Descriptive analysis on the tendency of gender parity in women leadership**

<b>Approach on the tendency of gender parity in women leadership</b>	<b>Mean</b>	<b>Standard Deviation</b>
Greatly improved	1.9497	0.47466
Improved	2.2286	1.43629
Constant	3.2000	1.20712
Decreasing	3.0403	1.17147
	<b>Aggregate mean</b>	<b>Aggregate Standard Deviation</b>
	2.605	1.0723

Source: Researcher (2021)

From the above data, the respondents indicated that gender parity in women leadership in Murang'a county government has improved with an aggregate mean score of 2.605. The respondents cited the improvement to be as a result of women awareness and the supportive 2010 Kenyan constitution which recognizes women dignity.

#### **4.9 Regression Analysis**

**Table 4.5: Model Summary**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.850 <sup>a</sup>	.723	.692	4.12387
a. Predictors: (Constant), Constitutional and supportive legal framework, Economic factors, Social- cultural stereotype Historical stereotype				

R value of 0.85 indicates a good level of prediction between dependent variable and independent variables. Adjusted R Square value of 0.692 means that the independent variable explains 69.20% of the variation in dependent variable, Equality practices.

**Table 4.6: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.034	4	7.517	3.845	0.036 <sup>b</sup>
	Residual	44.966	23	1.955		
	Total	60.000	25			
a. Dependent Variable: Women Leadership						
b. Predictors: (Constant), Constitution and supportive legal framework, Economic factors, Social- cultural stereotype and Historical stereotype.						

From table 4.6 above, significant value of 0.036 illustrate that the dependent variable, that is women leadership can be significantly predicted by the independent variables, equality practices at 0.05 significant level.

**Table 4.7: Regression model of coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.440	0.021		15.645	0.00
	Constitutional and supportive legal framework	0.005	0.001	0.55	0.3634	0.00
	Economic factors	0.039	0.0126	0.003	2.680	0.023
	Social- cultural stereotype	0.532	0.258	0.044	2.062	0.0043
	Historical stereotype	0.136	0.268	0.011	0.507	0.016
Dependent Variable: Women Leadership						

The B coefficient in Constitutional and supportive legal framework is 0.005. This means we have a positive association between Constitutional and supportive legal framework and women leadership. For that reason, a positive effect in Constitutional and supportive legal framework result to a positive effect on women leadership. In this case, the significant level is 0.00 which means the association between

Constitutional and supportive legal framework and women leadership is statistically significant at 0.005 significant level.

The B coefficient in Economic factors is 0.039. Therefore, we have a positive association between Economic factors and women leadership. This denotes that a positive effect in economic factors results to a positive effect on women leadership. The significant level is 0.023 which means that the associations between economic factors and women leadership is statistically significant at 0.005 significant level.

The B coefficient in social–cultural factors is 0.532. Thus, we have a positive association between social –cultural factors and women leadership. This means that a positive effect in social- cultural factors results to a positive effect on women leadership. In this case, the significant level is 0.0043 which means the association between social –cultural factors and women leadership is statistically significant at 0.005 significant level.

The B coefficient in historical stereotype factors is 0.136. This means, we have a positive association between historical stereotype and women leadership. This means that a positive increase in historical stereotype to a positive effect on women leadership. In this case, the significant level is 0.016 which means the association between historical stereotype and women leadership is statistically significant at 0.005 significant level.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes the findings of the study. It further draws out conclusions made from the research findings and highlights the study recommendations.

#### **5.2 Summary of Findings**

##### **5.2.1 Supportive Legal Framework**

The respondents were of moderate extent that constitutional and supportive legal frame work has contributed to women leadership in Murang'a county government with aggregate mean of 3.694.

The respondents were of the idea that Kenya as a country is expected to take law-making and channel which include confirmatory action programmes and strategies intended to restore shortcoming encountered by women due to prejudice. Further to the measures highlighted in Clause 6 of the 2010 constitution, the state is expected to take legislative and other measures to put into practice the principle that members of the same gender should not be more than two thirds for elective bodies in public service and this has not been enhanced sine the 2010 Kenyan Constitution was promulgated.

##### **5.2.2 Economic Factors**

From the data collected the respondents were of moderate extent that economic factors have influenced women leadership in Muranga county government with aggregate men score of 3.015. Respondents argued that in Murang'a County there is lack of funding for small and micro enterprises. This means that women societal and economic position directly manipulates their contribution in political organizations

and elected bodies. Implying that, inadequacy of economic resources is a major challenge hindering women from involving themselves in politics in larger numbers.

### **5.2.3 Social- Cultural Values on Women Leadership**

The respondents responded the questionnaire on extent of how the existing social – cultural values on women leadership in Murang’a county government support equality practices. The respondents were of moderate extent. The respondents supported that in Murang’a County government the institution has come up with measures to address structural effect, cultural biases as well as strategies to minimize professional biases.

### **5.2.4 Historical Stereotype**

The research study established that gender roles patriarchy in society affects equality practices in women leadership in Murang’a county government. From the data collected, the respondents were of moderate extent. The respondents were of the idea that there has been an establishment of gender responsibilities. This means that in the society that we are living in it is controlled and subjugated by men over women and that men are given a superior societal prominence over females which has crept into public life and is reflected even in state performance and in county governments. The respondents also felt that women are seen as feeble and incompetent of making smart choices in governance.

### **5.2.5 Approach on The Tendency of Gender Parity in Women Leadership**

From the research conducted, the respondents indicated that gender parity in women leadership in Murang’a county government has improved with an aggregate mean score of 2.605. The respondents supported the improvement tendency as a result of freedom that citizens are enjoying as a result of 2010 constitution. Among the freedom that were highlighted by the respondents through unstructured interview

include right to education, human dignity, freedom from discrimination, freedom of opinion, expression, access to information, economic rights, social rights as well as right to fair administrative actions among other rights.

### **5.3 Conclusions**

Based on the study findings, this study concludes that cultural viewpoints about women have influence on representation all through the political progression from a specific female's choice to get involved in politics to party candidate choice, to voters' decisions during elections time. Consequently, females are discriminated as leaders since individuals are predisposed to make an assumption that headship is a man's thing. Female leaders encounter predicaments. Autocratic traits performed by women are assessed more unenthusiastically by people than the same actions by men their counterpart. Consequently, women still face cultural hindrances in partaking politics even in countries in which they made job career gains or education set up.

In the standpoint of African societies, there is a historical conviction that, women are accountable to take care of kids and do household chores than involving themselves in outside home activities like career advancement or furthering in higher education. For this reason, there is sharing out of tasks between men and women, which mean household deeds are attached to women and beyond home activities attached to men. Women are over tasked with diverse domestic roles which include but not limited to cooking, take care of kids, washing among other endless roles which have neither pay nor compensation. All these actions make women fully engaged in the family unit tasks and hamper their participation in the politics and leadership of the nation.

According to cultural perspective in many societies, women are believed to be led but not to be the leaders. In reality stereotyped point of view regarding women comprises

key hindrances which include societal insight in relation to leadership aptitude of women's lack of assertiveness in participation in political sphere and leadership positions. In this regard, long-established opinions regarding gender fairness manipulate women's progression in political involvement. These discriminatory behaviours are learnt in early stages of life throughout formative stages, as well as the continuation of traditional sex functions acquired at home, family, local community, in learning institutions and the place of work. Cultural issues with long-established standards pertaining to the tasks of women in the home and family unit where most of women hesitant to vie for a seat and if they get the chance, they may fail to draw adequate electoral and party support so as to win. Significantly in Africa, females are considered subsidiary to men and second category members particularly in rural areas.

#### **5.4 Recommendations**

The government of Kenya should strengthen the existing constitutional and supportive legal framework in supporting equality practices in women leadership. This will ensure that women acquire economic resources leading to increase of women's attendance in the political realm. In addition, County governments should adopt the best practices in the field of recruitment of any government vacancy which is based on fairness and gender equity.

Women's social and economic status plays a key responsibility in influencing their representation and involvement in decision making in political organs. Women societal and economic position directly manipulates on their contribution in elected bodies and political organizations. Women should be provided with adequate economic resources which is a major challenge that hinders women from involving themselves in politics in larger numbers. Females' contribution in political sphere

relies primarily on their entrance to job opportunities which equip them with not only material power, but also positive certified abilities and experiences.

In addition, women accessibility to funds has a direct connection and control on the contribution of women in political spheres. If women are empowered and equipped with the economic wealth they will be motivated to advancing and having confidence in top leadership positions and over ruling the notion that men are the ‘heads’ in all sectors including the top leadership position and opposing women advancement in top leadership especially presidency women governorship positions.

Women should be exposed to work in sections with higher amount of progressive advancement or in areas that transform to executive progression since they are not inferior provided they have the same qualifications with the male counter parts.

### **5.5 Suggestions for Further Research**

The research study focused on equality practices in women leadership in Murang’a County government in Kenya, therefore to get further insights on this topic the researcher suggests that an in depth research be carried out in all the 47 Counties in Kenya. This is informed by the need to correlate the findings of this study to other county governments.

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## APPENDICES

### Appendix I: Research Project Time Frame

<b>S/N</b>	<b>Activity</b>	<b>Duration in Months</b>	<b>Dates</b>
1.	Development of concept paper	1	May 2019
2.	Development of Chapter I	3	Sept 2019
3.	Development of Chapter II & III	5	Oct 2019-Feb 2020
4.	Development and piloting of instruments.	1	March 2020
5.	Data collection	1	Mar-April 2021
6.	Data organizing, analysis and interpretation.	2	June -July 2021
7.	Document editing and submission.	2	Dec 2021
8.	Graduation		July 2021

## Appendix II: Budget

S/N	Particulars	Quantity	Cost Per Item	Total
1.	Stationary (printing papers)	5 reams	500	2,500
2.	Transport			20,000
3.	Project proposal binding	6	500	3,000
4.	Airtime			2,000
5.	Overhead and incidental expenses			10,000
6	Meals			10,000
7	Hiring of research assistant			20,000
	<b>TOTAL</b>			<b>67,500</b>

### **Appendix III: Questionnaire**

Dear Respondent,

#### **RE: RESEARCH QUESTIONNAIRE**

My name is Mwaniki Esther Wandia. I am currently a Masters student at Kenyatta University (K.U) pursuing a Master degree in Public Policy and Administration. Attached herewith is a self-explanatory questionnaire to enable me complete the project part of the degree programme.

I would really appreciate if you could please, spare a little of your time and volunteer information to these questions. All the information gathered through this questionnaire is purely academic purposes and I assure you that it will be treated confidentially and that it will not be used to the detriment of the respondents.

Yours Faithfully,

Mwaniki Esther Wandia.

Registration No: C153/NYI/PT/32743/2015

#### **SECTION A: BACKGROUND INFORMATION**

Kindly tick appropriately or supply the required information where, required, please specifies and elaborate.

**Note:** *For questions that require you indicate the extent of agreement, use 1= no extent, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent*

1. Name.....

(Optional)

2. Designation.....

3. Department.....

4. Number of years worked with the Murang'a County Government (please tick as appropriate)

Below 5 years     10-15 years     20-25 years     Over 25 years

5. Gender (please tick as appropriate)

Male                       Female

6. Age of the respondent (please tick as appropriate)

20-30 years     31-40 years     41-50 year     Over 50 years

7. What is your highest level of education (please tick as appropriate)

Primary     Secondary     University/College

**SECTION B: MAIN ISSUES**

8. Supportive legal framework

To what extent does the existing supportive legal framework contribute to women leadership in Murang’a County Government?

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There has been an establishment of gendered public participation					
The administration has come up with punitive measures in recognizing women rights as human rights					
The administration has come up with corrective measures to address gender mainstreaming strategies.					
The administration has come up with corrective measures to comply with gender responsive legislation.					

9. Economic factors

To what extent do economic factors influence women leadership in Murang’a County Government?

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is insufficient accessibility to credit					
There is financial support for campaigns					
There is accessibility of women empowerment grants					
There is lack of funding for small and micro enterprises					

10. Social- cultural values

To what extent does the existing social –cultural value on women leadership support equality practices in Murang’a County Government?

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The institution has come up with measures to address structural effect.					
The administration has come up with strategies to curtail cultural biases.					
The administration has come up with strategies to minimize professional bias.					

11. Historical stereotype

To what extent does the aspect of historical stereotype in society affect equality practices in women leadership in Murang’a County Government?

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is inadequate career talk					
There is Cultural biases					
There has been an establishment of gender responsibilities					
There is professional bias					

12. What is your approach on the tendency of gender parity in women leadership in Murang’a County Government?

Greatly improved { }

Improved { }

Constant { }

Decreasing { }

**Thank you**