

**DETERMINANTS OF WOMEN'S PARTICIPATION IN STRATEGIC
DECISION MAKING IN 5-STAR HOTELS IN NAIROBI CITY, NAIROBI
COUNTY, KENYA**

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DECLARATION

Declaration by Candidate

The research project is my original work and has not been submitted for a degree or diploma in any other institution.

Signature Date:

JUSTUS KIOKO MULI

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Declaration by Supervisor

The research project has been submitted for review with my approval as the university supervisor.

Signature..... Date.....

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DEDICATION

The research is dedicated to my parents for supporting me in studies. Feel appreciated. I also acknowledge my friend, Mr. Kiminza for his comradeship and support in our school years.

ACKNOWLEDGEMENT

I recognize God's power while undertaking my research project write up. To my friends who were resourceful, I am very appreciative for your input. I am also grateful to my supervisor Dr. Hannah Bula. Your support and mentorship is appreciated. Lastly, I appreciate my family for helping me in all times of need in my school life.

God's blessings be with them all.

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OPERATIONAL DEFINITION OF TERMS

- Decision:** A decision is the final choice considered after evaluating several alternatives.
- Decision Making:** Decision-making is the act of choosing from several options for the purpose of solving a problem effectively.
- Strategic Decision Making:** This is a critical process of coming up with a solution in an institution or organization. The decision made has an impact on how an organization functions, as determined by the management.
- Decision Making Power:** Is the capacity of a person to make sound decisions. This ability is applicable in formal and informal setup. In this context, women's ability to make the right choices is key aspect in management of institutions.
- Hospitality:** Friendly welcoming and generous reception of clients, visitors in terms of drinks, food, accommodation and their environment.
- Hospitality Industry:** Includes institutions that provide food, shelter and entertainment. These institutions have nice reception and are hospitable.
- Personal Goals:** A Persons pre-determined objectives by undertaking a particular action in order to achieve the goal.

Upward Mobility:	Progression in terms of career from entry level to upper echelons of top management positions.
Leadership:	Personal capability to bring together and guide a group of people to achieve an objective. This includes the political aspect of mobilization. Leadership involves the capability people's actions to achieve a desired outcome.
Culture:	The customary beliefs, social norms and a prescribed way of living depending on the race, religion or an institution.
Participation:	Is providing equal chances to women to participate in management of an organization.
Social cultural factors:	Social and cultural factors include education level, Social gender roles and stereotypes, believes and myths that influence actions and decisions.
Organizational factors:	Include factors such as corporate culture, policies, structures and environment that influence participation in key strategic decision.
Personal Factors:	Personal factor in the context of women's decision-making refers to inner attributes of a person that have an influence to the leadership style of an organization.

ABBREVIATIONS AND ACRONYMS

ABS	Australian Bureau of Statistics
CAHRS	Center for Advanced Human Resource Studies
CBD	Central Business District
CEO	Chief Executive Officer
CTI	Centre for Talent Innovation
EU	European Union
FSH	Five Star Hotels
ILO	International Labour Office
K.A.H.C	Kenya Association of Hotelkeepers and Caterers
SPSS	Statistical Package for the Social Science
UK	United Kingdom
UNWTO	United Nations World Tourism Organization
US	United States
WEF	World Economic Forum

ABSTRACT

Hotel, Catering and Tourism industry are among the leading sectors globally. Figures from World Tourism Organization show that the global hotel industry revenue is increasing every year. The research was conducted to explore the determinants of women's contribution in strategic decision-making in 5-star Hotels in Nairobi City, Kenya. Precisely, the study investigated the influence of personal factors, social-cultural factors and organizational factors in the hotel industry. The literature is pegged on the theories that relate to women's involvement in strategic decision-making in hospitality and review other relevant studies. These theories are Role Congruity Theory, Feminist Theory and Male Conspiracy Theory. Existing literature was reviewed and three hypotheses were tested. Descriptive survey design was used. The study targeted managers of 5-star Hotels in Nairobi City which comprised of 340 employees in managerial positions. A sample of 78 was chosen out of the population of 340 with a 95% confidence level. The research employed stratified random sampling technique to 340 respondents in 5-star Hotels. Respondents were selected using simple random sampling method. The research administered questionnaires to collect data and further analysis done. The study applied Karl Pearson's product moment correlation analysis to determine the correlation of variables. Cronbach's alpha was used to test for reliability, or internal consistency. Data collection was done through closed-ended questionnaires. Data presentation was done through tables. Study findings indicate personal, social cultural and organizational factors play key influence in this study. There was close relationship between women's inclusion in leadership and all factors used in the study. This study enhanced the existing literature and the recommendations of the research will be useful to hospitality industry management as well as the government, hotel owners, management and hospitality training institutions. The study recommends policy makers in the hotel industry to make adjustments in the organizational structure to accommodate more women in leadership and make women-friendly corporate policies. The study recommends embracing of new strategies that aim at coming up with progressive ideas to address working hours for women in management positions, raise aspirations and confidence of women. The study recommends further research to be conducted on government's efforts and challenges it faces to achieve gender equity in hospitality industry management.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In almost all organizations in the world, women are underrepresented and as a result they are pushed away from policy-making panels. In the political arena, women hold 16% of parliamentary positions globally (Kuria et al, 2012). The marginalization of women from managerial positions limit the chances of establishing the democracy and gender equity in the society, and affects economic development.

Worldwide, progress has been recorded in women being involved in managerial positions in all aspects of life. These positions have for long been the preserve of men. This progress can be attributed to deliberate action taken by United Nations agencies concerning gender equality (1945 United Nations charter).

A study in Sub-Saharan Africa shows that women are prone to poverty compared to men in 22 out of the 25 countries (UN Women, 2012). According to the Roundtable Conference of the Pathways to Women's Empowerment (2009), in Malawi, women faced significant negative cultural practices and religious beliefs. Many of these concerned women perceive their place as being in the home and their stereotyped roles as mothers and career women. Men are perceived as superior and more fitted for public roles. Emphasizing the need to actively involve women in order to reap their full potential. Albright postulated that to get good leaders, women have to be incorporated and given a chance to participate in the political arena (Albright, 2011).

Despite an illuminating picture painted about the capabilities of women in Africa, women's involvement in leadership has faced many challenges. This has led women groups to advocate for a reasonable representation of women in leadership both at the district and national sphere (Sossou, 2011).

In the hotel industry, women are steadily being promoted to managerial positions. Research indicates that women's contribution to political and social group's leadership is vital to a country's economic growth (Coleman, 2004; Minniti et al, 2004). The International Labour Organization (ILO) recognizes the critical role that women play in enhancing socioeconomic development throughout the world (ILO, 2005; UNIFEM, 2008). Involvement of women in leadership in industry is linked to introduction of desirable gender-specific capabilities. These capabilities include building stronger relationships among staff, introduction of open communication styles that enhance efficiency in industry, ability to motivate followers and bring out the best in them and democratic styles of leadership that encourage staff cooperation (Newburry et al, 2007).

When the development of Kenya is assessed based on male and female population, there is the need to involve women in leadership. Despite the high population of women voters, underrepresentation is high. Similarly, this is replicated in the hotel industry. More women are now taking up management positions and are actively involved in key policy-making. However, women in these key policy-making position are fewer compared to the number of men. This situation is attributed to personal, institutional and societal obstacles that prevent women from rising to leadership levels (Onsongo, 2004).

A survey carried by NDTV Business (2014) in India revealed that five percent of women get promoted to senior management positions. In global perspective, NDTV Business (2014) reported that female occupied 24% of the top management positions. Catalyst cited that having few women in management is a global concern. Walmsley (2011) report stated that there was a high percentage of female hospitality students compared to men. However, there are less women in management. A comparative survey by Walker (2011) revealed that women hold only 12% of UK company directorships and in the hospitality industry, the figure dropped drastically to 6%. Some Commonwealth countries have taken great developments to realize gender balance in the hospitality industry.

1.1.1 Women's Participation in Decision Making

Women's contribution in policy-making has reformed the operations of institutions over years. According to Davidson and Burke (2011), there is a drastic increment of women entering labor force. One of key reasons is the increasing awareness on the importance of education in the society. There is a decreasing rate of marginalization on women schooling and also in pursuing some careers.

Organizational culture is a major contributor towards key strategic policy-making. Rasool et al. (2012), stated that organizations supporting career progression lead to career satisfaction, and better planning. A study carried by Wentling and Thomas (2009) stated that organizational cultures which elevate men over women have negative effect on women career progression and becoming leaders. Moreover, Nchabira (2013) stated that some organizations are beginning to develop deliberate strategies to boost women to be in a position to take management roles. Cook (2012) maintained that women-friendly policies help in women career life.

According to Catalyst (2013), although there is impressive number of women labor force increase, there remains few women in leadership. The difference is noticed at higher ranks in organizations. Hospitality sector is mostly led by men, and smaller representation of career women affects women participation concerning strategic policy-making. In India, many women in mid-career are quitting job in hotels and opting for self-employment.

According to Washington (2011), there are two types of drawbacks that hinder women's career progression which include external and internal barriers. Internal barriers are a result of one's inborn character. External barriers depend on situations which vary from time to time Washington (2011). Generally, both of the barriers may affect female's career growth. However, contrary to the existing culture to discriminate women, 2013 HVS report reveals that some barriers are self-imposed. In this case, women prioritize personal life over career progression opportunities. Boone (2013) noted that most of barriers involving domestic responsibilities result from lack of mentorship and career plans.

All these studies show that women are underrepresented in leadership and their career growth faces many challenges. However, the researcher was interested in knowing if these challenges are the same in hotel industry and particularly in Kenya. There was a study gap in which personal factors, organizational factors and social cultural factors are not discussed in all the above studies.

1.1.2 Decision Making in the Hospitality Industry in Kenya

Management positions in hotel industry are taken over by men despite of gender rule of one third. According to K. A. H. C., out of thirty four (34) female hotel general managers for star rated hotels (3) 8% in management positions.

As stated by upper echelon theory, key decisions in an organization are influenced by the nature of leadership. Also, the working experience and academic qualifications also influence the quality of decisions made in an organization. A study by Kumara (2018) shows that gender segregation in the hotel industry denies women opportunities in leadership. These personal factors show that women's viewpoint and expressions are not heard.

Although there is an overwhelming entry of women in hospitality sector, there is under-representation in the management (Catalyst, 2013). Research by Nzioka (2013) stated that most of women concentrate at lower level of management such as customer service manager, marketing and housekeeping department where progression in the tourism sector career is slow. As explained by role congruity theory, women are faced by a myriad of challenges and there is always the perception that women cannot be good leaders.

1.1.3 Hotel Sector in Nairobi City

Hospitality is a multi-billion industry and it is majorly dependent on leisure time available and income. The industry provides accommodation, meals and other leisure activities. Hospitality and tourism sector that comprise of hotels, restaurants and entertainment business contributes 10 % of the country's GDP.

The same report stated that the sector has created job opportunities. The figures stood at 9.3% in 2015, 2016 rose by 1.1% and will rise by 2.9% pa in 2026. The Tourism Regulation Authority of Kenya requires a compulsory classification and grading of tourism facilities. According to Kamau and Mwakio, (2016) classification assigns a star rating which ranges from one to five. Five-star establishments offer superior services.

Five-star hotels are characterized by high-end appointments, superlative service, and comfort of the highest standards. These hotels offer the best of architecture and interior design, make use of high-grade construction materials and décor. Tourism Regulatory Authority, (2016) report stated that in Nairobi City there are 17 Five-Star hotels. The hotels include Hemingway's, Sankara, Radisson Blu, Tribe Hotel, Boma Nairobi, Panari Hotel, and Palacina The Residence and Suites, Windsor Golf Hotels and Country Club, Sovereign Suites, Hotel Royal Orchid Azure Nairobi, Wasini All-Suite Hotel, Intercontinental Nairobi, Nairobi Serena Hotel.

1.2 Statement of the Problem

The hospitality industry plays a strategic role in economic development in Kenya. The industry has greatly contributed to the country's economic growth (Kuria et al, 2012). Despite being in a position to employ a large number of people, recent research indicates that the system of hotel industry especially extended hours, curtails women from joining hotel industry (Taylor, 2002). Since women are already disadvantaged at the recruitment stage, there are higher chances of them being inadequately represented in policy-making positions (Lodiaga et al, 1995). This, coupled with personal, institutional and social cultural factors contribute greatly to women participation.

Available literature is insufficient in providing information on the institutional, personal and social cultural factors that influence women's contribution within the hotel industry in Kenya. This being said, a survey of the pioneering and recent literature on women's contribution in leadership shows that most of it is based on research done in the west. There is insufficient literature on women and decision-making in Africa. A preliminary search of secondary sources reveals that data on Kenyan female managers in the hospitality industry is almost non-existent.

The existing literature in Kenya (Nzomo, 1995; Kanake, 1997) largely documents women in management and in political leadership but does not go into the details of the underlying factors.

Women progression in leadership has not matched with the growing figures on women in job market. In as much as women are studying and joining labor force, there is a limited number in leadership, and this stalls the incentive to be aggressive in their career. This status report discloses the glass ceiling that prevents women from getting lucrative paying jobs.

It is noted that most studies concentrated on impediments of women rising to management. However, there exists many underlying factors which affect women in leadership in the Kenya's hotel sector. Involvement in strategic decision-making in hotel industry has its own set of unique challenges, a study gap which this study seeks to explore. Moreover, challenges faced in Kenya are different from other countries. This study uniquely concentrates on challenges in hotel sector specifically in Nairobi, the capital city of Kenya.

1.3 Objectives of the Study

The study aims to highlight the specific determinants of women's participation in strategic decision-making in Five Star Hotels in Nairobi County, Kenya.

1.3.1 General Objective

The study seeks to understand the determinants of women's participation in strategic decision-making in Five Star Hotels in Nairobi County, Kenya.

1.3.2 Specific Objectives

The research delved into specific objectives outlined below:

- i) To establish the influence of Personal factors on women's participation in strategic decision-making in the hotel industry in Nairobi County, Kenya.
- ii) To assess the influence of Social cultural factors on women's participation in strategic decision-making in the hotel industry in Nairobi County, Kenya.
- iii) To establish the influence of Organizational factors on women's participation in strategic decision-making in the hotel industry in Nairobi County, Kenya.

1.4 Study Hypotheses

The following relationships were hypothesized and analyzed to assess the determinants of women participation in strategic decision-making in five star hotels:

H₀₁: Personal factors does not have significant relationship with women's participation in strategic decision-making in the hotel industry in Nairobi County, Kenya.

H₀₂: Social cultural factors do not have significant relationship with women's participation in strategic decision-making in the hotel industry in Nairobi County, Kenya.

H₀₃: Organizational factors do not have significant relationship with women's participation in strategic decision-making in the hotel industry in Nairobi County, Kenya.

1.5 Significance of the Study

There is lack of adequate information of women involvement in policy-making positions in the hotel industry in Kenya and Africa in general and this study endeavors to show case their representation. The current study findings may add to existing knowledge on the challenges confronting women participation in hotel policy-making processes. The leaders in the industry

could use the study findings and recommendations as a guide of empowering women in the area. This study seeks to inform policy making that there is equal participation taking care of gender balance.

The study enhances existing studies and the recommendations of the research will be useful to hospitality industry management as well as the government, hotel owners, management and hospitality training institutions. The government will benefit by ensuring that a third (1/3) of the women participation in the top leadership positions as constitutional requirement.

1.6 Scope of the Study

The research was undertaken in Nairobi City because of time and financial constraints. This study limited itself to hotel general managers, hotel chain owners and departmental managers and supervisors in Five- Star rated hotels. Kenya Tourism Regulatory Authority, 2014 Act, on November 2016 published the hotels that had acquired five-star status. Only 17 FSH in Nairobi City had met the standard of classification. The period of research is determined by time availability by the researcher to conduct the study.

1.7 Limitations of the Study

The study faced time constrain as the period allocated was limited and had to combine the study and work given that the researcher is employed. The study, therefore, focused on a small percentage of population as a representative of all the possible respondents. The study encountered financial constrains in the research process given that the researcher is self-sponsored.

1.8 Organization of the Study

The first chapter explains the basis of the research, states the problem and outlines the study's purpose. The specific objectives, significance, and scope of the study is covered in chapter one. Chapter two elaborates theoretical review, empirical review and conceptual framework of the study. Chapter three delves into the study population and sampling techniques used. The chapter also outlines validity of research instrument, and ethical considerations. Chapter four explains data analysis, findings and discussions. Chapter five finally discusses summary, conclusion and recommendations of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents theoretical review and empirical review from research worldwide and in Kenya as regards women's inclusion in management. The review is sub-divided into three sections i.e. Women in management and strategic decision-making, the influential factors and summary of review. Finally, the chapter presents a theoretical framework.

2.2 Theoretical Review

Theoretical review discusses upper echelon theory, role congruity theory, and feminist theory.

2.2.1 Upper Echelon Theory

Upper echelon theory was put forward by Hambrick, Donald and Phyllis in 1984. The theory states that people in leadership handle different circumstances from their point of understanding. The personalized construal is as a result of different understandings, principles, characters and other human factors. Upper echelons theory has helped researchers understand the impact of leadership to the organization.

Upper echelon theory explains that key decisions to run the organization are associated with the nature of leadership. The theory states that TMT comprises of the managers and directors in an organization (Finkelstein & Hambrick, 1996) holding particular capabilities that are useful in decision-making to the organization. They argue that a person's character is nurtured by working experience and academic level.

Basically, senior executives of an organization are in charge of devising strategies and ensuring good performance. While using both viewing strategy and construing strategic options, personnel in the upper echelons certainly act according based on their past experiences. The key role of management is the responsibility to make wise strategic decisions that will ensure the organization performs better than any other. It is really hard to separate organizational strategies from the individuals that make strategic decisions. Moreover, the management is responsible for devising the path which the organization takes.

Upper echelons theory is applicable in this study because of its approach to leadership and detailed explanation about managerial decision-making in organizations. The theory informs the study that executives comprising of men and women would make informed decisions and ensure gender balance. It is through upper echelons theory that the researcher confidently understands how strategic decisions are made and the impact of personal skills to an organization.

2.2.2 Role Congruity Theory

Role congruity theory was brought forth by Eagly and Karau (2002) and recommends that an accurate assessment is based on the intrinsic features of a group being acknowledged to support the group's mission. The theory gives an explanation of the low number of women in leadership bearing in mind that there are shortcomings women experience which result from expected characteristics of a strong leader. The theory explains the incompatibility of both genders and puts women to be less favorable as compared to men, (Eagly & Karau, 2002).

Role congruity theory of predisposition to women suggests that alleged inconsistency between the role of women and responsibilities in management leads to two forms of perception: (a) women as not ideal to be in leadership and (b) the character of women not to be suitable for a

leader. As a result, women are disadvantaged and this comparison pushes women away from leadership opportunities.

According to Eagly (1987) the society perceives women as low status individuals in comparison to men. The perception arises from society norms and expected responsibilities. These gender stereotypes lead to a greater social variance between males and females. Another study carried out by Eagly and Karau (1991) established that men seemed well suited for leadership roles. Moreover, women face challenges in managerial tasks in the hospitality industry and this persisting challenge can only be solved if women are involved in leadership.

The theory is applicable in this study because it gives insight to address gender issues. It states that to achieve gender equity in all levels, it is paramount to first engage women in leadership. Research of gender issues reveals that men are recognized as more focused than women (Deaux & Kite, 1993). However, if women are supported, they can perform equally as men. Moreover, the shared attributes of women such as empathy and love differ from qualities such as being assertive (Cejka & Eagly, 1999).

2.2.2 Feminist Theory

Feminist theory was postulated by Chodorow (1989) and focuses on perception of social world in relation to gender inequality. Feminist theory explains the tasks attributed to women with more focus on the challenges they face. The theory emphasizes on empowering women in the society and eliminate any form of discrimination which generally affect women. Diverse theories have been used to expound and address gender disparities in the work place.

Feminist theory has elaborated the gender differences at work place and society. These theories mostly come to an agreement that there is oppression and disparity centered on gender. In this

study, 'Liberal feminism' have been used. Liberal feminism falls under feminist theory. Liberal feminists argue that women are not as intellectual as men and therefore leads to discrimination. Liberal feminists argue that subordination is based on legal and customary constraints that hinder women from the public world (Tong & Rosemarie, 1989).

The theory proposes these factors to include low self-esteem, inadequate motivation to take up the challenge of moving up the corporate ladder, limited assertiveness and inability to handle crisis (Bond, 1996). These personal attributes when turned around could also work in favour of women (Singh & Shahabudin, 2000).

This theory is important to this study in that it proposes four ways why women are not in organizational leadership. These are institutional or structural perspective, personal perspective, professional perspective and cultural perspective. The personal perspective views psychological attributes of women which include their attitudes at work and behaviour skills as playing a key role in their absence in decision-making positions in organizations.

2.3 Empirical Review

This section covers empirical review which is an in-depth examination of past studies in a particular field of study to identify the study gaps for research. The study critically reviewed all the variables and their constructs and brought out the knowledge gaps in each study variable as handled by previous studies.

2.3.1 Personal Factors and Women's Participation in Strategic Decision Making

It is extensively argued that women in almost all sectors do not rise to managerial positions owing to various personal factors. This is supported by a study by Kumara (2018) on women's

career growth. The study also aimed to identify the method embraced by the hospitality companies to alleviate the challenges related to women's career progression. The researcher had a case study of Sri Lanka to derive the findings.

The study shows that gender segregation in the hotel industry denies women opportunities of promotion to hotel management because mostly female employees are recruited in lower positions. The study however had a study gap in which it did not provide an in-depth scrutiny of factors which cause the barriers of career progression, and reasons why women are recruited in specific departments.

Additionally, a study by Munemo (2017) about women's contribution to leadership in public and political spheres in Ghana with a focus on the constraints and strategies supports this study. The researcher chose Ghana for the study and focused on women in leadership. The researcher states that regardless of 51.2% population of women, they are still underrepresented. Although there are many initiatives which can be implemented to create opportunities for women, they still undergo many challenges.

The researcher concludes the importance of women participation in decision making because their viewpoints and expressions are vital. Gender consciousness in decision-making is crucial for progress in the long run and would also replicate progression all other sectors. The research is significant to this research however it does not unearth the cause of the challenges women face in the political arena. Moreover, the study does not investigate on the factors which lead to unfair representation in management.

The study is based on Paustian-Underdahl et.al. (2014) study about gender and perceptions of leadership effectiveness. It states that men are considered fit to hold leadership positions

compared to women. The findings also reveal that when different leadership frameworks are explored, both genders are the same in performance. Yet, after making other considerations, women are assessed considerably reliable than men. When men were given the chance to rate themselves, they vote themselves as significantly more effective. However, there was a study gap in which the underlying factors including personal factors, organizational factors and social cultural factors which women face were not effectively addressed.

2.3.2 Social Cultural Factors and Women's Participation in Strategic Decision Making

Social cultural factors are known to highly affect women participation in strategic decision-making. A study by Iddy (2017) about social-cultural factors which influence involvement of women in the execution of development programs approves that the pressing issues contributing to sidelining of women from participating in decision-making are related to cultural factors. The study focused on determining the degree to which awareness about projects affected women; to evaluate the impact of religion on women involvement in execution of projects, and to study the impact of attitudes to execution of these projects.

The study shows that there was no civil sensitization and awareness and teachings on leadership, and this lowered the level of knowledge among women about community development. In addition, cultural traditions barred women from participating in community projects. The researcher recommends that rigid cultures ought to be abolished and instead involve women in community developments. The survey had a study gap in terms or sample type where it only focused on a community on women who were not involved in employment and therefore could not effectively contribute to the present research on managerial matters.

Another study by Girish and Choudhary (2018) on the influence of social factors to sustain working environment in hotel sector. The study concentrates on the influence of social factors in Qatar setting. The study hypotheses were made by finding evidence from theoretical models in the existing studies by linking social aspects and sustainability.

The study findings show that women contribution in leadership guarantees attention to their pleas since a high percentage are victims of gender imbalance. Therefore, the study concluded that social cultural factors affects women participation in strategic decision-making. The study had a research gap in that it has under-explored the social cultural factors affecting women contribution in management.

2.3.3 Organizational Factors and Women's Participation in Strategic Decision Making

A study by Kennedy (2016) on drawbacks which women encounter in career progression at Rwanda's hotel sector supports this study. The study was conducted to ascertain the major factors affecting women's career progression in hospitality. It also focused on examining the role of women in employment in addition to analyzing the perception of other staff in the industry.

The primary outcomes of this study were that women were perceived as sex acquaintances. It also revealed women lacked the required academic qualifications to be promoted to senior positions. Besides, managerial primacies, family duties, selection processes and the nature of work involved in the industry led to gender disparity. Moreover, selection for positions was based on family networks and social connections. In as much as the study supported this research, it did not look into organizational factors into details.

A study by Tedla (2016) on organizational culture influence on corporate performance highlighted on several factors which are relevant to this study. The findings concluded that a

culture of shared understanding between employees and managers, and employee-focused leadership helps in motivating employees. The findings also show the room for economic growth in the local economy when business managers use strategies that accommodate women. However, the study did not delve into all the organizational factors affecting leadership and specifically women. The study was general and the researcher did not focus on challenges women face.

Fakhar (2012) on organizational culture influence on organizational performance, is relevant for this study. The study reveals that organizational culture has major influence on various organizational process, employees and its performance. The research shows that common norms and values among employees can lead to performance improvement in an organization. Similarly, this study did not tackle the case of women in leadership.

2.4 Summary of Literature Review and Research Gaps

Previous findings show that there is an increment in women at the entry and junior posts in recent past. Moreover, the findings show that the structure of most organizations is not career friendly to women and don't take the responsibility to empower women in the workplace. Report by McKinsey reveals that gender balance can only be achieved by unearthing all shortcomings affecting companies. In many organizations, promotions are not conducted fairly. The studies have also revealed that after securing a job, women become relaxed and the aggression declines. It is worth noting that women lack role models, encouragement, and motivation to take new challenges due to fear of change.

It is noted that most studies concentrated on impediments of women rising to management. However, there exists many underlying factors which affect women in leadership in the Kenya's

hotel sector. This study delves into personal, social cultural and organizational factors which have not been exclusively explored. Involvement in strategic decision-making in hotel industry has its own set of unique challenges, a study gap which this study seeks to explore.

Research conducted in other sectors are completely different from hotel sector because each industry has its own set of unique challenges. The research explores personal, social cultural and organizational factors exclusively to derive practical recommendations. Challenges faced in Kenya are different from other countries. This study uniquely concentrates on challenges in hotel sector specifically in Nairobi, the capital city of Kenya.

2.5 Conceptual Framework

It refers to a representation as a diagram of how different variables in a study are related. The independent variables include social cultural factors, personal factors, and organizational factors. The study's dependent variable is women's participation in strategic decision-making.

Independent Variables

Dependent Variables

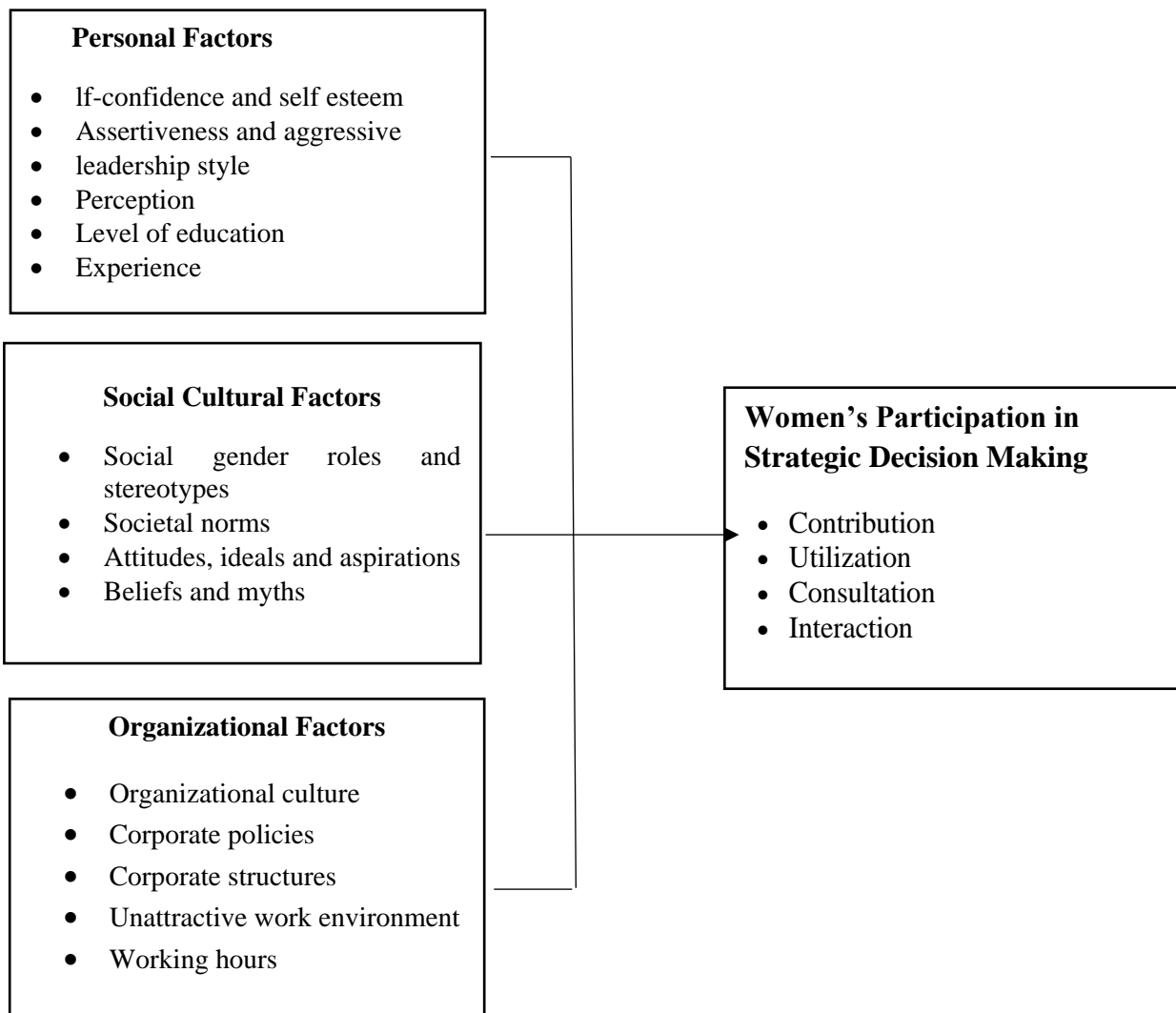


Figure 2.1: Conceptual Frame Work

Source: Author (2019)

The study is concerned with the influence of personal factors, social cultural factors and organizational Factors on the decision-making by women. This study's dependent variable is the decision-making by women. The independent variables are determinants of women's contribution to management. The determinants include; personal factors, social cultural factors and organizational Factors. According to Lahti (2013), women's skills and competences are personal factors affecting work output.

Social and cultural factors include Social gender roles and stereotypes, believes and myths, Societal norms and traditions, and behaviors of all people in given country that influence actions and decisions. Society has expectations on individuals and organizations and as a result affects women's inclusion in management (Herath, 2015). Organizational structure is another factor influencing female contribution to the management board in FSH. According to Grant (2010) each organization has its own setup and structure of management. Organizational culture refers to beliefs which are collective among people (Schein, 2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter tackles research design; description of research area, target population, the sampling technique. It also presents the research instruments, pre-testing among other parameters.

3.2 Research Design

The research used descriptive research design. The design used captured the relevant determinants to the research. Creswell (2011) describes descriptive research design as an appropriate methodology to define organizations. Moreover, it is the best research design to give an opportunity to observe the occurrence from natural perspective and also integrated data collection techniques. These methods include qualitative and quantitative. The research design is deemed effective to analyze the quantitative information associated with this study.

3.3 Target Population

Kumar (2000) defines population as a collection of items with similar attributes. For this study, the units of observation were the hotel general managers, departmental heads and supervisors. The unit of analysis was the FSH. In Nairobi City there are 17 Five-Star hotels (Tourism Regulatory Authority, 2016) and were the unit of analysis in this study. In each Five Star Hotel, 20 management staff was selected by convenience sampling technique. Target population was $17 \times 20 = 340$ staff

Table 3.1: Target Population

Category	Frequency	Percentage
General managers	68	20
Departmental managers	102	30
Supervisors	170	50
Total	340	100%

Source: Five Star Hotel in Nairobi City, (2020)

3.4 Sampling Frame

As cited by Gall and Johnson (2007), sampling frame are units of a population where a sample can be derived. The sampling frame of this study is general managers, departmental heads and supervisors working in 5 selected five-star hotels within Nairobi City.

3.5 Sample Size and Sampling Techniques

Sample size refers to entire units selected for observation (Orodho, 2008). A sample of 78 was chosen out of a population of 340 with a 95% confidence level. The Scholar used stratified sampling technique. A sample was selected from the entire management staff.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where

n = sample size

N =size of target population

C = coefficient of variation (0.5)

e = error margin (0.05)

The estimated sample size (n) will be:

$$n = 340(0.5)^2 / (0.5)^2 + (340-1)(0.05)^2$$

3.6 Data Collection Instrument

A qualitative questionnaire was used because of their flexibility in any setup and also from a small or large population (Olatokun & Gbinedion, 2009). Kothari (2004), explains that a questionnaire comprises of inquiries printed on a form. The questionnaires were distributed out among FSH in Nairobi City. The respondents were requested to indicate their opinions by selecting relevant choices.

3.7 Validity of Research Instrument

Gall, Gall and Borg (2007) purports, validity is described as the ability to provide accurate results when conducting research. Convergent validity happens when the measures of a unit have high correlation. On the other hand, discriminant validity measures concepts which are different.

To determine validity of research instrument, experts in the hospitality industry were engaged to give their opinion. The opinions and suggestions offered helped to improve the data collected in the study. Therefore, the research instrument was modified for reliable and valid data.

3.8 Reliability of Research Instrument

The research instrument used has been proven to give authentic results with no variance on the test results. In this research, the questionnaire and statistical software used will give reliable results to give the desired results. Cronbach's alpha is useful in the project in assessing the reliability, or internal consistency. Therefore, Cronbach's alpha proves the consistency of a concept as reliable. Estimates of internal consistency (alpha) coefficients 0.8 was considered adequate.

3.9 Data Analysis and Presentation

Information collected was reviewed for accuracy in order to have credible results. The questionnaires were reviewed to ensure all the questions have been attended to and the information is reliable. The primary data was analyzed and presented using different methods. A statistical tool was used and the results were clearly presented by using charts or proper tabulation. The mean of all personal, social cultural and organizational factors were analysed and a mean above 3 supported the hypothesis.

The following is the multiple regression equation;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where:

Y = Women's Participation in Strategic Decision Making

X₁ = Personal Factors

X₂ = Social Cultural Factors

X₃ = Organizational Factors

β_0 = constant value

β_{1-n} = the regression coefficient

ϵ = error term

When the values of X₁, X₂ and X₃ are below 0.05, the H₀ is rejected, and if above 0.05, the H₀ is supported. The average value from the analysis of personal factors, social cultural factors, and organizational factors were 0.78, 0.60, and 0.68 respectively. Therefore, the three hypotheses were supported.

3.10 Ethical Considerations

Certain ethical issues were well-thought-out in this study. The researcher requested coordination of all respondents, and plainly stated the need of study. The respondents were given an opportunity to seek clarification on any issue before engaging in the interview. The researcher promised to observe confidentiality on all the information collected and strictly use the data for academic purposes only.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION AND INTERPRETATION

4.1 Introduction

Analysis and presentation of study findings is provided in this chapter. The chapter goes further to present the interpretation and summary of the results in respect to the hypothesis and the stated objectives. The information collected was abridged and expressed as frequency distribution tables, mean and percentages. The research findings are presented as tables, graphs, and pie charts.

4.2. Analysis of Response Rate and Descriptive Statistics

Response rate is a measure of individuals who participated by filling up the questionnaires from all questionnaires dispersed to the sample expressed as a percentage. From the 78 questionnaires issued, 62 questionnaires were answered appropriately and submitted. 16 questionnaires were not filled correctly. The percentage of response of this research was 79.49%. Mugenda and Mugenda (2003) argues that above 50% of correctly filled questionnaires is considered ideal.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	62	79.50
Non-response	16	20.50
Total	78	100

Source: Author (2019)

4.3 Background Information of the Respondents

The respondents provided highest education level, age and working experience. This information was used to ensure equal distribution of questionnaires putting education, age, and working experience into consideration. Background information is summarized in the table below.

4.3.1 Gender of Respondents

Information about gender is presented in table 4.2.

Table 4.2: Gender of Respondents

Gender	Frequency	Percentage
Male	55	70.50%
Female	23	29.50%
TOTAL	78	100%

Source: Author (2019)

According to Table 4.2 there were 55 (70.50%) male respondents against 23 (29.50%) female respondents. The figures indicate that there were more men than women who participated in the research which translates to higher percentage of men in senior positions. Moreover, the study collected information from both men and women to avoid gender biasness in the information collected.

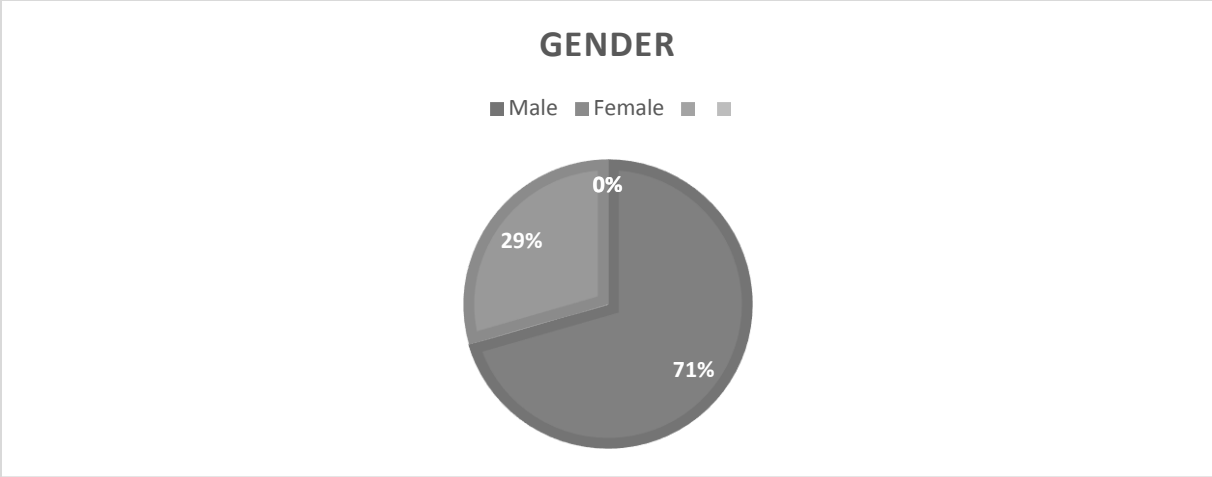


Figure 4.2: Gender of Respondents

Source: Author (2019)

4.3.2 Education Level of Respondents

The education level of respondents is as shown in the table below.

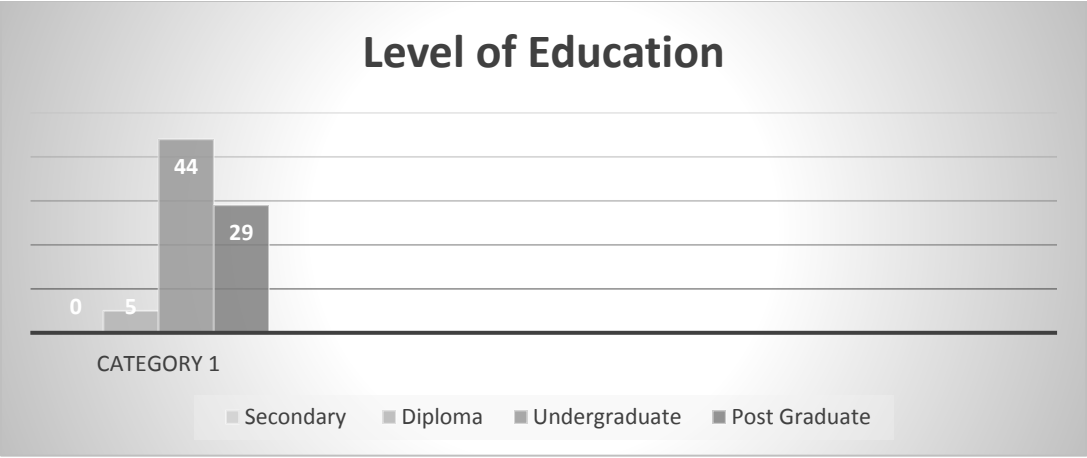


Figure 4.3: Level of Education

Source: Author (2019)

The respondent's lowest academic qualification was diploma. Five respondents have a diploma; 44 respondents have undergraduate degree while 29 respondents attained postgraduate level. The findings indicate the minimum level of education was attained and therefore translating to better performance in their work. In addition, respondents with the required minimum level of education know the importance of research and would willingly and correctly provide the required information which is useful for the study and the hotel industry.

4.3.3 Duration Served in Managerial Position

Table 4.3: Duration served in Managerial Position

Duration served in managerial position	Frequency	Percentage
Less than 3 years	10	12.80%
4 – 6 years	15	19.20%
7-10 years	30	38.50%
More than 10 years	23	29.50%
TOTAL	78	100%

Source: Author (2019)

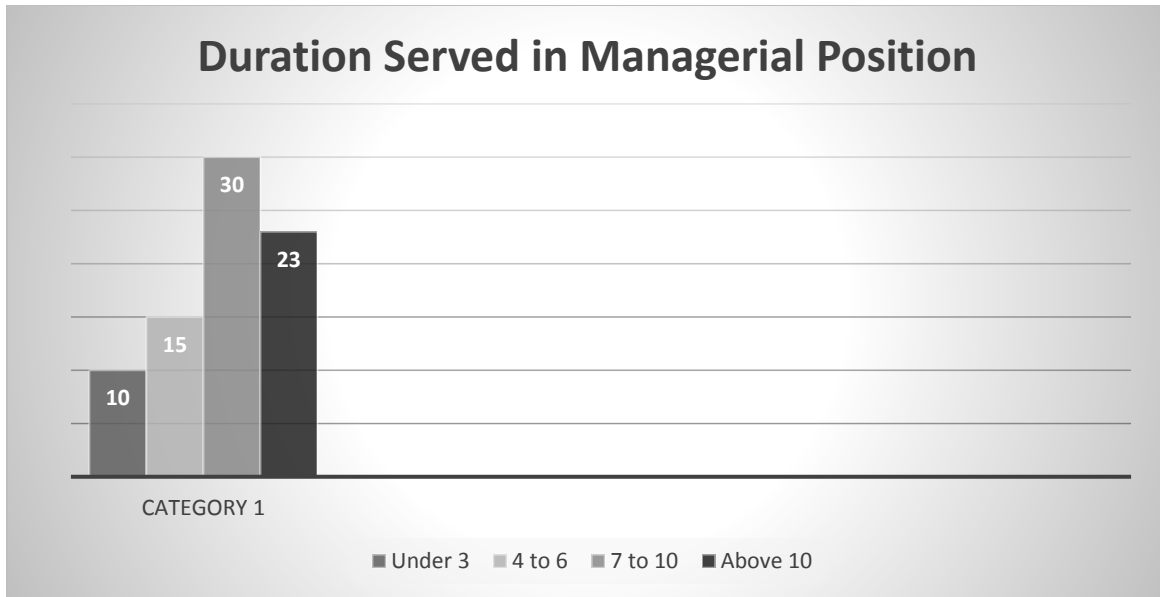


Figure 4.4: Duration served in managerial position

Source: Author (2019)

The table above shows that a higher percentage of respondents, 38.5%, served for 7-10 years. 29.5% are employees who served above 10 years. Employees who have worked for 4 to 6 years were 19.2% and finally 12.8% have served below 3 years. Moreover, employees with above 7 years of service at managerial capacity understand better the importance of this study and would willingly participate. The accuracy of information helps to make informed recommendation.

4.4 Factors Affecting Women’s Participation in Strategic Decision Making

Descriptive statistics, which are percentages as well as frequencies, have been put forth and hypotheses tested later. Inferential statistics in this study is regression analysis.

4.4.1 The Influence of Personal Factors and Women’s Participation in Strategic Decision Making

The employees of five star hotels were required to provide answers to several statements on personal factors which relate to personal factors.

Table 4.4: The Influence of Personal Factors and Women’s Participation in Strategic Decision Making

Statement	Mean	Standard Deviation
Self-confidence and self-esteem affects women’s inclusion in executing strategic decisions	3.35	0.94
Assertiveness and aggressiveness is a contributing factor to women’s inclusion in strategic decision-making in your company	4.73	0.57
Leadership style in an organization affects women’s inclusion in executive decision-making in your organization	2.05	1.22
Perception influences women’s managerial career development	4.86	0.34
Academic qualifications affect women’s inclusion when executing strategic decisions	2.45	0.74
Experience is a contributing factor to women underrepresentation in strategic decision-making in your organization	3.62	0.92
Average	3.51	0.78

Source: Research Data (2019)

The study findings show that leadership style had the lowest mean of 2.05 while perception had the highest mean of 4.86. The study findings as shown above, the respondents agreed that personal factors are influential to women’s inclusion in management in hotels. The conclusion is held valid by a mean of 3.51 which is greater than 3, and an average standard deviation was 0.78

which is above the average of 0.5 from a total mean of the six statements. The mean implies that majority of respondents affirmed the statements.

4.4.2 The Influence of Social Cultural Factors and Women’s Participation in Strategic Decision Making

The employees of five star hotels were required to answer several statements regarding to personal factors.

The responses are analyzed and the summary is presented below.

Table 4.5: The Influence of Social Cultural Factors and Women’s Participation in Strategic Decision Making

Statement	Mean	Standard Deviation
Social gender roles and stereotypes i.e. notion that women are not good leaders hinders their inclusion in strategic decision-making in Five Star Hotels	4.74	0.33
Societal norms towards women’s role and ability affects their inclusion in key strategic decision-making in your organization	3.96	0.82
Attitudes, ideals and aspirations are critical in determining women’s inclusion in strategic decision-making process in the hotel industry	3.15	0.66
Beliefs and myths influence women inclusion in decision-making process	3.70	0.57
Average	3.89	0.60

Source: Research Data (2019)

The study shows that attitudes, ideals and aspirations had the lowest mean of 3.15 while social gender roles and stereotypes had the highest mean of 4.74. From the table above, the results

indicate that most respondents supported that social cultural factors were significant. The conclusion was supported by an average mean of 3.89 which is greater than 3, from the total mean of the four statements and an average standard deviation of 0.60 which is above the average of 0.5. The mean implies that majority of respondents affirmed to statements on social cultural factors. Therefore, social cultural factors are significant in strategic decision-making.

4.4.3 The Influence of Organizational Factors and Women’s Participation in Strategic Decision Making

The employees of five star hotels were required to answer to four statements concerning organizational factors.

Table 4.6: The Influence of Organization factors and Women’s Participation in Strategic Decision Making

Statement	Mean	Standard Deviation
Corporate culture is an influencing factor that has caused fewer women’s inclusion in strategic decision-making in your organization	2.36	0.69
Corporate policies affect the number of women participating in strategic decision-making	3.45	0.50
Organizational structure influence women’s inclusion in decision-making in your company	3.86	0.73
Unattractive work environment contributes to underrepresentation of women in leadership and decision-making	2.29	0.59
Working hours affect the way women participate in leadership and decision-making	4.04	0.88
Average	3.2	0.68

Source: Research Data (2019)

Research data shows that unattractive work environment had the lowest mean of 2.29 while working hours had the highest mean value of 4.04. The outcomes of the project reveal that

greatest percentage of responses showed satisfaction with organizational factors. The conclusion is affirmed by the mean of 3.20, which is greater than 3, and an average standard deviation of 0.68 which is above the average of 0.5. The mean implies that majority of respondents affirmed to statements on organizational factors. Therefore, organizational factors are significant in strategic decision-making.

4.5 Regression Analysis

The three variables and statements relevant to the study are represented in the multiple regression equation below;

$$Y = 0.25 + 3.51X_1 + 3.89X_2 + 3.20X_3 + 0.08$$

Where:

Y = Women's Participation in Strategic Decision Making

X₁ = Personal Factors

X₂ = Social Cultural Factors

X₃ = Organizational Factors

Error term = 0.08

Table 4.7: Model Summary Table

Model	R	R Square	Adjusted R Square	Std error of the estimate
1	0.755 ^a	0.540	0.559	5.69097

- a. Predictors: (Constant), Personal factors, Social Cultural factors, Organizational factors

Table 4.8: Statistical significance

Model	Sum of Squares	Df	Mean square	F	Sig
Regression	4019.288	3	988.221	23.290	0.000 ^b
Residual	2900.378	88	29.341		
Total	6919.666	91			

Dependent Variable: women's participation in strategic decision-making

Predictors: (Constant), Personal factors, Social cultural factors, Organizational factors.

Source: Statistical Package of Social sciences (2019)

Table 4.9: Estimated model coefficients

Independent Variable	Regression Coefficient	T	P-Value
Intercept	0.25	4.652	0.0001
Personal Factors	3.51	1.390	0.0425
Social Cultural Factors	3.89	0.829	0.0145
Organizational Factors	3.20	1.558	0.0217

Source: Statistical Package of Social Sciences (2019)

A multiple regression was run to analyze the information based on personal factors, social cultural factors and organizational factors. These variables were statistically significant for this study, $F(3, 95) = 23.290$, $P < 0.0005$, $R^2 = 0.540$. The three variables are statistically significant ($P < 0.05$).

4.6 Discussion of the Study Findings

4.6.1 Personal Factors

Personal factors affect women involvement in management. The p-value is $0.0425 < 0.05$ and therefore statistically significant. It was evident that personal factors significantly affected strategic decision-making. Most of the employees in five star hotels believe that personal factors should be addressed.

Cross (2010) noticed that there is less commitment among women resulting from their biological make-up to adjust to long working hours. The respondents stated that working hours in the hotel sector affect women's contribution in management. To address the issue, favorable corporate policies, women-friendly organizational structure, and conducive working hours for women should be adopted. Hartmann (2010), also explained that a family setup is translated into organizational structure which makes men dominant despite the gender equality and empowerment.

Munemo (2017) states that women involvement in leadership is essential since their angle of perception and opinions are important if viable progress is to be realized. Their participation makes sure that there are fewer cases of vulnerability.

4.6.2 Social Cultural Factors

As shown in the regression analysis, social cultural factors statistically significantly affect strategic decision-making in five star hotels with p-value 0.0145 which is below 0.05. The value implies that social cultural aspects is significant on the effect of women's contribution in executing strategic decisions.

As presented by Hartmann (2010), the study findings support the fact that different cultures perceive women as inferior beings. It was discovered that women did not have adequate motivation to positively play key roles and be part of hotels management. Moreover, beliefs and myths resulted to fewer women in management.

A study by Kumara (2018) also which explains that lack of role models, lack of training, gender stereotype, and cultural barriers are fundamental barriers to female career progression. Another study by Kuschel and Salvaj (2018) approves that the road to managerial positions is laced by social cultural challenges. It is noted that when culture is used in favor of women, it can back them up to realize career goals.

4.6.3 Organizational Factors

The above regression equation show that organizational factors affect strategic decision-making in five star hotels by p-value 0.0217 below 0.05. The p-value implies that organizational factors are significant. The study revealed that women perceive managerial positions which would give them the chance to take part in strategic decision-making belong to the male gender. The perception is wrong and can only be addressed through sensitization on the significance of women's capability to believe in their ability.

The study findings show that the structure of hotel industry is not career-friendly as stated by Cha (2013). The study established that corporate policies and organizational structure has great impact. Most of the respondents felt that some corporate policies did not favor women to climb the corporate ladder. In addition, organizational structure did not accommodate the plea of women to become part of hotels management.

Moreover, the study finding is supported by a study by Kumara (2018) which explains that discrimination, networking, harassment and perceptions, management attitudes, and supportive working environment are main barriers affecting women career progression in most countries. Additionally, another study by Munemo (2017) states that women involvement in leadership is essential since their angle of perception and opinions are important if viable progress is to be realized. Their participation makes sure that there are fewer cases of vulnerability.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter presents the summary of the findings. The study also discusses the conclusions and recommendations made. Chapter 5 discusses the challenges experienced during the research and briefly suggests subjects to conduct research in future.

5.2 Summary of the Findings

5.2.1 Personal Factors and Women's Participation in Strategic Decision Making

The study findings show that personal factors moderately affect women inclusion in management. This was manifested through a mean value of 3.51. The value implies that low self-esteem, little assertiveness and aggressiveness, perception that women cannot participate in leadership positions, lack of working experience moderately affect women.

5.2.2 Social Cultural Factors and Women's Participation in Strategic Decision Making

The study findings indicate that social cultural factors moderately affect women involvement in leadership. This was manifested through a mean value of 3.89. The mean reveals that social gender roles and stereotypes, beliefs and myths that women cannot hold management position and also societal norms towards women's role moderately effect on women contribution in management. The study also established that women have a negative attitude, ideals and do not aspire to participate in strategic management positions.

5.2.3 Organizational Factors and Women's Participation in Strategic Decision Making

The study findings show that organizational factors moderately affect women's involvement in leadership. This was manifested through a moderate mean value of 3.2, and therefore, organizational factors such as corporate policies, organizational structure and unfavorable working hours negatively affect women's involvement in management.

5.3 Conclusions of the Study

5.3.1 Personal Factors

The study concluded that personal factors which include low self-esteem, little assertiveness and aggressiveness, and lack of working experience affected women participation in leadership positions. To resolve the issues, these particular problems should be addressed. It has also been concluded that personal factors cannot be assumed when addressing the concern of women participation in leadership. Moreover, moderate impact coupled with other factors result into a major impact on leadership of organizations.

5.3.2 Social Cultural Factors

The study also revealed that social cultural factors adversely affect women's inclusion in leadership including social gender roles and stereotypes, beliefs and myths that women cannot hold management position and also societal norms towards women's role. The study also established that women have a negative attitude, ideals and do not aspire to participate in strategic management positions. It was concluded that women need adequate motivation to positively play key roles and be part of hotels management.

5.3.3 Organizational Factors

The study also shows that organizational factors such as corporate policies, organizational structure and unfavorable working hours negatively affect women's involvement in leadership. It was concluded that sensitization on the significance of women's capability was necessary for them to believe in their ability. Moreover, it was concluded that, organizational factors moderately affect the overall performance of organizations and they should be reviewed to ensure gender balance.

5.4 Recommendations of the Study

The following recommendations are suggested. Policy makers in hotel industry need to make adjustments on the organizational structure to accommodate more women in leadership and make women-friendly corporate policies.

The study also recommends organizations to embracing of new strategies that aim at coming up with progressive ideas to address working hours for women in management positions. Moreover, the study recommends empowerment of women and initiate strategies to raise aspirations and confidence of women. Hotels should also offer legislative and economic incentives to motivate women to advance to higher working positions. In efforts to address societal norms towards women's role, the study also recommends encouraging women into non-traditional vocations. Employers in the hotel industry should also revise the approach and solutions to moderate work, parenthood and family. Maternity leave should be redesigned to accommodate women in leadership.

The study acclaims that efforts should be made that enhance personal factors such as low self-esteem, little assertiveness and aggressiveness, perception that women cannot participate in leadership positions, lack of working experience that adversely affect women.

The study also recommends that social cultural factors should be addressed. These include social gender roles and stereotypes, beliefs and myths that women cannot hold management position and also societal norms towards women's role. The study further recommends that women should be encouraged to have a positive attitude, ideals and do be encouraged to aspire to participate in strategic management positions.

5.5 Suggestion for Further Research

Further research can be directed to support government's efforts to address challenges faced to achieve gender equity in the hospitality industry management. Moreover, there is much to do in terms of formulating corporate policies and the challenges faced in their implementation to achieve a gender balanced workforce. The research will help to improve women's representation and also help address the perceived factors affecting women's productivity. As a result, this will also help to streamline the hospitality sector.

The study focused on 5-star hotels which are in Nairobi. This study recommends future research in other sectors such as tourism sector to achieve clear comprehension of the challenges which affect the entire hospitality and tourism sector. The recommended study will strengthen the ideas on leadership in hotel industry and in other sectors of the economy.

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APPENDICES

Appendix I: Letter of Transmittal

Dear Sir/Madam,

RE: REQUEST TO PARTICIPATE IN A RESEARCH STUDY

I am a Postgraduate student at Kenyatta University, School of Business. I am conducting a research project which is a partial requirement for the degree of Masters in Business Administration (MBA). The research seeks to investigate the determinants of women participation in strategic decision-making in Five Star Hotels at Nairobi City, Kenya.

To complete the research, I humbly request for your support to collect data from your organization using questionnaires.

The data collected will be helpful for academic use. Please feel free to take part in the research.

Regards

Justus Muli

Appendix II: Questionnaire

SECTION A: GENERAL INFORMATION

Please read the questions carefully and fill out the following questionnaire on the spaces provided. Please tick (✓) in the appropriate space or write in the space provided. The response will be confidentially treated to prepare an academic report. Names will not be disclosed.

1. Specify your gender

Male

Female

2. Duration served in managerial capacity

Under 3 years 4 - 6 years

7 - 10 years Above 10 years

3. Highest education level

Secondary Tertiary

University Post Graduate

4. How many employees does the organization have?

Below 50 50 - 100

100 - 1000 Above 1000

5. Duration of service in the company?

Below 3 years 6 - 10 years

3 - 6years Above 10 years

SECTION B: PERSONAL FACTORS

Please express your level of agreement to the statements on personal factors indicated below.

	1	2	3	4	5
Statements	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1 Self-confidence and self-esteem affects women's inclusion in executing strategic decisions.					
2. Assertiveness and aggressiveness is a contributing factor to women's inclusion in strategic decision-making in your company.					
3. Leadership style in an organization affects women's inclusion in executive decision-making in your organization.					
4. Perception influences women's managerial career development.					

5. Academic qualifications affect women's inclusion in executing strategic decisions					
6. Experience is a contributing factor to women underrepresentation in strategic decision-making in your organization					

SECTION C: SOCIAL CULTURAL FACTORS

Please express your level of agreement to the statements on Social Cultural Factors.

	1	2	3	4	5
Statements	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. Social gender roles and stereotypes i.e. notion that women are not good leaders hinders inclusion in strategic decision-making in Five Star Hotels.					
2. Societal norms towards women's role and ability affects inclusion in strategic decision-making in your organization.					

<p>3. Attitudes, ideals and aspirations are critical in determining women's inclusion in strategic decision-making process in the hotel industry.</p>					
<p>4. Beliefs and myths influence women inclusion in decision-making process.</p>					

SECTION D: ORGANIZATIONAL FACTORS

Kindly specify the level which the following statements on Organizational Factors are true.

	1	2	3	4	5
Statements	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. Corporate culture is an influencing factor that has caused fewer women participating in strategic decision-making in your organization.					
2. Corporate policies affect the number of women participating in strategic decision-making.					
3. Organizational structure influence ability of women participating in decision-making in your company.					
4. Unattractive work environment contributes to underrepresentation of women in leadership and decision-making					

5. Working hours affect the way women participate in leadership and decision-making					
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SECTION E: OPEN-ENDED QUESTIONS

Do you think that women are part of strategic decision-making processes?

a) YES..... b) NO.....

If yes or no give an explanation.

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In your own opinion, how frequently does the Organization influence women’s effort to participate in strategic decision-making?

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Do you agree with the statement that social and cultural aspects impact women career progression or efforts to participate in key strategic decision in your organization?

a) YES..... b) NO.....

If yes or no support your response.

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Are women equally skilled as men counterparts in managerial capacity?

a) YES..... b) NO.....

If yes or no give reasons for your answer.

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THANK YOU

Appendix V: List of Five Star Hotel in Nairobi City

- i. Villa Rosa Kempinski
- ii. Sankara Nairobi
- iii. Nairobi Serena Hotel
- iv. Fairmont The Norfolk
- v. Hemingway's Nairobi
- vi. The Sarova Stanley
- vii. Radisson Blu Hotel Nairobi
- viii. Windsor Golf Hotels & Country Club
- ix. Dusit D2 Nairobi
- x. Wasini All-Suite Hotel
- xi. Tribe Hotel
- xii. The Boma Nairobi
- xiii. Panari Hotel
- xiv. Palacina The Residence & Suites
- xv. Sovereign Suites
- xvi. Hotel Royal Orchid Azure Nairobi
- xvii. Intercontinental Nairobi

Sources: Tourism Regulatory Authority (2016)