

**AN INVESTIGATION OF FACTORS AFFECTING UPWARD
MOBILITY OF WOMEN WORKERS IN AGRO – CHEMICAL AND
FOOD MANUFACTURING INDUSTRIES IN KENYA:
A CASE OF ACFC – MUHORONI LTD**

BY:

OKEYO JANET ORAWO

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTERS IN
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MANAGEMENT) – KENYATTA UNIVERSITY.**

Orawo Okeyo Janet
*An investigation of
factors affecting*



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November, 2006

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DECLARATION

This project is my original work and has not been presented for award of any degree in any other University.

Signature.....*Janet*.....Date.....*24-11-06*.....

OKEYO JANET ORAWO

D53/CE/10238/04

Supervisor's approval

This research project has been submitted with my approval as the University Supervisor

Signature.....*Eljud*.....Date.....*24/11/06*.....

ELIUD OBERE

LECTURER

DEPARTMENT OF BUSINESS ADMINISTRATION

KENYATTA UNIVERSITY

Chairman's approval

This research project has been submitted with my approval as the Chairperson of department

Signature.....*M. Namusonge*.....Date.....*05.02.07*.....

DR. M. NAMUSONGE

CHAIRPERSON

DEPARTMENT OF BUSINESS ADMINISTRATION

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DEDICATION

This work is dedicated to my Father Daniel Okeyo who saw the insight of educating the girl child at a time when most parents shunned it and felt it was a waste of resources.

Also to my husband and children who have given me both financial and moral support to climb the ladder.

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May I sincerely thank the lady who has typed this work, Mrs Joan Ndege for her efficient services.

OPERATIONAL DEFINITION OF TERMS

Upward Mobility	-Upward trend, for example promotion on jobs e.g. training to develop one's career.
Affecting	-To change through a variable
Remedies	- Solutions to problems.
Socio – Cultures	-Those norms that are observed in the society. May be of attitude or facts that can be changed to suit the behaviour of the people in the society at times change with development.
Under representation	-exist in low margin, or low quantities.
Globalization	-Making the world operate like a small village, reachable to people in all corners through advanced technology
Psyche	-Spirit of doing something positive
Empower	-To enable, to give authority

ABBREVIATIONS

ACFC	-	Agro – Chemical and Food Company
ILO	-	International Labour Organization
UN	-	United Nations
HOD	-	Head of Department

ABSTRACT

There has been skewed upward mobility for female employees in the Agro – based industries in Kenya. While the male workers are aggressive and would rise to occupy higher positions like managerial and executive posts, their female counterparts lag behind even if their qualifications at recruitment time was the same. This has been a worrying trend that the researcher has observed for several years. This called for a study in the Agro- based Industry in Kenya, to investigate factors affecting upward mobility of women workers. The specific objectives were: to determine internal factors that hinder upward mobility for women workers; to determine external factors that hinder upward mobility for women workers; to find out policy impediments regarding promotion and training at ACFC and to provide policy recommendations to support women progression in employment. The study employed descriptive study design on a target population of 255 workers at the company. Simple random sampling of 10% of 232 male workers, census of 23 female workers and purposive sampling for 10 HODs was used to obtain total sample population of 56 elements. Data was collected using questionnaires and interview schedule, a trained research assistant was used to drop and pick the instruments as appropriate while the interviews were conducted on appointment. Data was analysed using SPSS computer software.

The study identified the following as the main factors affecting upward mobility of women employees in ACFC-Muhoroni as educational level, professional qualifications, performance at workplace, socio-cultural issues, top management leadership and policy; gender consideration, marital status and work relationship with the boss. The study recommended that more women should be employed at management level to represent women in decision making; that women should venture into more technical areas like engineering; also, the company should have strict policies guiding on promotion and training of workers in general and women in particular. More women should be employed at management levels. Women should become more aggressive and venture into technical areas to enable them compete favorably; Women should aim at furthering their education. Socio-cultural issues that promote male chauvinism in the manufacturing sector should be stopped.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study:

Globally, the percentage of women in the Agro - Based Industries is very low as revealed by the tables 1, 2 and 3 below in some countries in Africa, Latin–America and the Caribbean, Asia and the Pacific (developing countries) between 1985 – 1994

AFRICA

YEARS

COUNTRY	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Botswana	27	24	27	29	26	32	37	37	34	35
Mauritius	62	59	57	58	58	60	60	58	61	60
Tanzania	10	10	11	9	12	10	10	12	11	12
Swaziland	16	26	25	24	27	26	30	31	27	29
Egypt	6	8	7	9	7	10	11	8	11	13

Table 1: Percentage of women

Source: ILO Year Book of Labour Statistics (1985 – 1994)

According to the ILO Year Book of Labour Statistics (1985 – 1994) shown in **table 1** above, Mauritius has the highest percentage of women in the Agro - Based Industries in Africa for the period studied, followed by Botswana, Swaziland, Tanzania and Egypt has the lowest women participation on average percentage among the African countries.

LATIN AMERICA AND THE CARIBBEAN

YEAR

COUNTRY	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Bermuda	35	35	36	36	36	37	36	36	39	34
Costa Rica	30	30	31	39	39	37	37	40	39	35
Venezuela	26	26	27	26	27	26	28	28	27	28
Ecuador	29	28	30	32	35	31	35	34	32	34
Puerto Rico	49	48	47	48	43	46	47	48	44	43

Table 2: Percentage of women

Source: ILO Year Book of Labour Statistics (1985 – 1994)

In Latin America and the Caribbean region, the ILO Year Book of Labour Statistics (1985 – 1994), shown in **table 2**, indicates that out of the studied countries, Puerto Rico has the highest women working in the Agro - Based Industries, Bermuda is second statistically followed by Costa Rica , Ecuador and Venezuela in order of average percentage rank over the period under study.

ASIA AND THE PACIFIC

YEAR

COUNTRY	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
China	40	41	41	40	44	45	44	45	43	45
India	9	9	10	9	9	11	9	10	8	9
Korea Rep	42	42	41	42	39	42	43	41	39	38
Hong Kong	52	50	50	50	47	48	49	48	46	45
Jordan	11	12	10	10	11	10	11	11	11	10

Table 3: Percentage of women

Source: ILO Year Book of Labour Statistics (1985 – 1994)

Table 3 above, shows that among Asia and the pacific countries, Hong Kong leads with the highest percentage of women working in Agro - Based Industries. This is followed by China ,Korea Rep, Jordan and India which still has only below 10% of women in the manufacturing areas.

From the above tables and statistics, one notices the skewedness of the gender percentages. Women’s total earnings are obviously lower than men’s due to the percentages as reflected in the manufacturing sector. This could be due to training discrimination, nature of jobs, occupational segregation or unpreparedness of women to labour aggressively like men. The International statistical evidence shows that the trend is almost similar in all the countries except in Mauritius where percentage of women outweigh that of men; but even here, majority of women occupy lower jobs which men shun, like cutting sugarcane where they get lower wages. Hence the gender wage earnings differential remains quite substantial. (I L O Year Book 1985 – 1994).

As shown in **table 4** below, according to a study by ILO (1987 – 1993); in Kenya, there is statistical evidence that women only occupy an average of 11% among the workers in Agro - Based Industries. The much-skewed representation of women in the Agro - Based Industries can also be evidenced. This may have been as a result of the same factors that bog the Global scene; such as education, discrimination, socio-cultural issues and technology.

KENYA

YEAR	PERCENTAGE (%)
1987	10
1988	11
1989	11
1990	11
1991	12
1992	10
1993	11

Table 4: Percentage of women in the Agro - based industries (1987 – 1993) Kenya

Source: ILO; 1987 – 1993

Agro- Chemical and Food Company Ltd – Muhoroni is a manufacturing Industry producing Yeast and Spirits. The Industry uses molasses (a by – product of sugar processing from sugarcane) as a raw material. Much of the raw material comes from a sister Company – Muhoroni Sugar Company Ltd, which is located at the same site, and has been in operation since 1940's. ACFC however came into existence much later in 1979. The Company has been doing well, even though it has been male-dominated, according to the personnel statistics. (ACFC annual reports 2000)

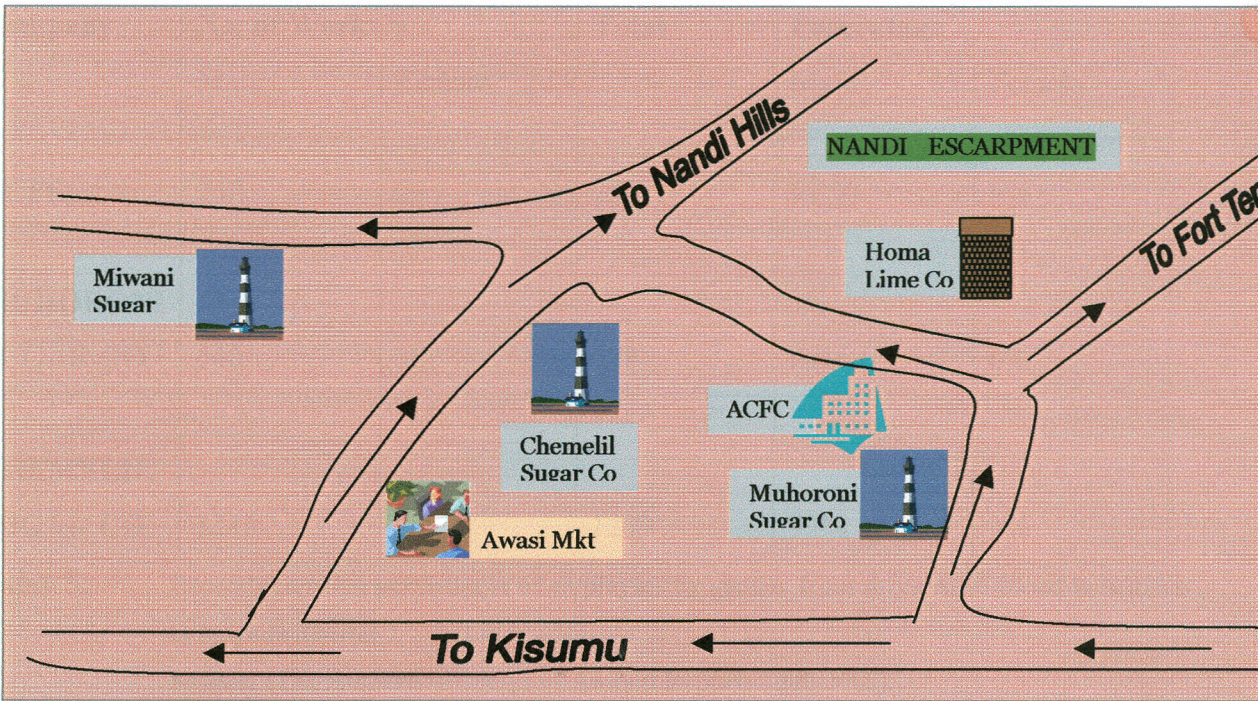


Fig. 1: Location of ACFC-Muhoroni

As shown in, **fig. 1** above, the Agro- Chemical and Food Company LTD is situated in Muhoroni Division, Nyando District. The company is bordered by Nandi Hills in the North, Chemelil sugar in the West, Muhoroni Sugar in the central, Homa - Lime in the East, Kericho Hills in the South East and Awasi in the South West. The Location of the company is due to the easy tapping of its raw materials, which is extracted from the surrounding Sugar industries like Muhoroni, Chemelil and Miwani. At the moment, the under representation of women in the agro - based Industries in Nyando District is very eminent. This can be observed from the figures obtained from the three Agro - Based Industries namely Chemelil Sugar, Muhoroni Sugar and Agro - Chemical and Food Company: (The respective company annual reports 2000-2005)

Company	No. of Workers		Total	Percentage	
	Male	Female		Male	Female
ACFC	232	23	255	91 %	9%
MUHORONI SUGAR CO	640	38	678	94%	6%
CHEMELIL SUGAR CO	1246	43	1289	97%	3%

Table 5: Records showing percentages of employees by gender from three Agro-based industries in Nyando district

Source: (The Respective Company Annual Reports 2000-2005)

From **table 5** above, out of the 255 employees of ACFC only 9% are women; of the 678 workers in Muhoroni, only 6% are women; of 1289 in Chemelil Sugar, only 3% are women. It is quite clear that the percentage of women is very low in all the three manufacturing industries found in Nyando District. Agro – Chemical and Food Company Muhoroni has been targeted as the area of study to investigate the factors that may be leading to the low population of women in Agro-Based Industries and the slow upward mobility in their positions.

1.2 Statement of the problem

Management positions in employment represent very important avenue for women progression. It also provides a chance to develop skills for which there is real and growing demand and a means of increasing their earning power (ILO, 1990). However, in most manufacturing institutions in Kenya, there is low level of women participating in the planning and implementation of programmes (Kenya Women Journal, 1992). This shows that the number of women managers is very insignificant. According to the Beijing declaration (1997) and its platform for action, women should be appointed to senior positions in the government and other sectors, boards of parastatals and other management positions, to promote gender equality in all policy areas. (Bringing Beijing Home, 1997).

According to national population census 1999, women form 51% of the Kenyan population. Despite this, women are still underrepresented in decision-making levels in public service, judiciary, private employment and even statutory bodies. In addition, when employed, their upward mobility is very slow. They mostly occupy junior positions, which disempower them economically. Hence, they either keep on relying on their husbands for financial assistance or languish in poverty, hanging up on jobs that cannot sustain their needs. (Women Finance Trust, 2005). In the manufacturing sector, globally, the percentage of women in decision making positions tend to be very low, as shown in Tables 1, 2, & 3., Kenya not withstanding (ILO, 1990). This study therefore sought to investigate why this trend persists despite several attempts to curb gender imbalance in upward mobility in Kenya generally and in the Agro- chemical and Food Company-Muhoroni in particular.

1.3.1 General objective

The general objective of this study was to investigate factors that hinder the upward mobility of women in the Agro - based Industries in Kenya: a case of Muhoroni ACFC Company Limited.

1.3.2 Specific objectives of the study

The specific objectives were:

- i. To establish factors considered for upward mobility in Muhoroni ACFC Ltd
- ii. To determine internal factors that hinder upward mobility for women workers.
- iii. To determine external factors that hinder upward mobility for women workers.
- iv. To find out policy impediments regarding promotion and training in ACFC.
- v. To provide policy recommendations to support women progression in employment

1.4 Research questions

The study was guided by the following questions:

- i. What are the factors considered for upward mobility in Muhoroni ACFC Ltd?
- ii. What are the internal factors that hinder upward mobility for women workers?
- iii. What are the external factors that hinder upward mobility for women workers?
- iv. Are there policy impediments regarding promotion and training in ACFC?

1.5 Significance of the study

The findings of this study will have both theoretical and empirical implications for the future of women. Women's potentials need to be exploited especially in management positions because they are capable of good performance at work. The study has also pointed out socio-cultural factors that hinder the progress of women in their career development and given the remedies so that women are not stuck behind in the globalization campaign. Other factors that may impede the advancement of women like education, Science and Technology, professional qualification and relationship with the boss have come out clearly in the study and how to deal with them.

The study will help policy makers to review their statements so that there is equal opportunity for both male and female in employment. The study will give the female employees a psyche to participate fully in their education so as to compete favourably with their male counterparts in the manufacturing industries and other areas of employment. They should consider venturing into the scientific disciplines and not only arts subjects. This study will also create awareness that women need not be subjected to the socio-cultural activities

that hinder their development career –wise, for women contribute immensely in both family and national stability. A writer once said; “If you educate a woman, you educate a whole nation.”

1.6 Limitations of the study

Some respondents were suspicious of the research and did not want to volunteer the information. This was solved by giving assurance that the information was to remain confidential and was to be used strictly for this academic work. The questionnaires were also to remain anonymous to protect identity. Another limitation was the financial constraint. The researcher sought a loan with Mwalimu Sacco and savings from the salary. Time constraint was solved by following the time plan as per the appendix attached; a little delay was experienced when some respondents did not return the questionnaires in time. Some questionnaires were dropped and picked later while a research assistant was engaged to administer the instruments during working hours.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with reviews of literature on the current study. The specific review in this case therefore deals with the researches, which have been done on the upward mobility of women employees, and factors that affect them. The researcher has made a critique on findings from other studies done in related area, assessed the methodologies used, the conceptual or theoretical framework and the relationship between the current study and others. Finally the researcher assessed the gap to be filled and the pressing areas that require another study, which will make a complete finding of the phenomenon and make conclusion, (Kombo and Tromp 2006). In the developed world scenario, it has been estimated that UK, for example, women hold less than 5 % of senior management posts, and about 20 % of all managerial type positions. This is in a situation where they make up 40 % of the work force. (Davidson and Cooper, 1993)

The U. N. decade for women conference in July 1985 talked about gender, and said that equality, development and peace contribute immensely to the process of eliminating obstacles to the improvement of the status of women managers at regional, national and international levels. Efforts to end discrimination against women and to ensure their participation in the society provide the impetus for most initiative taken at all these levels. It was also said in the conference that the tendency however puts women at a disadvantaged situation: Carrying the burden of dual roles at home and at work place. (U N. for women Conference July 1985).

As has been said in the introduction chapter, the Kenyan women form 51 % of the population, but very few are employed at managerial level due to the African culture that has the element of discrimination on women and consider them as the weaker sex (Eve, women of the year 2005)

Flaunders (1994), on her research on socio- cultural issues, as a major impediment to women progress also says that attitudes towards women as homemakers and career people vary from society to society. Some societies emphasise the women's role as mother, wife and homemaker. Their attitudes are generally biased against women taking on anything other than relatively low level part time work. By comparison, the expectations for men as breadwinners are high, and hence their social actions are geared towards high standards of education, training and support in employment. She continues to say that men need to examine their attitude towards women managers since these attitudes are not based on sound evidence of a woman's performance. (Flaunders, 1994)

A similar study by Abbott says that women management roles conflict with their family roles and this has been a major hindrance on upward mobility for the few employed women. Many are overburdened with frequent pregnancies, childbirths and child rearing which take their toll on health. He continues to say that women are disadvantaged in all the spheres of life due to the natural pressure and as a result become subordinates and dependent on their husbands for financial support. Cultural precedent often intensifies these effects. It is these views that support my current study in ACFC, where women employees are few; occupy low positions and their upward mobility also very insignificant. Perhaps socio - cultural practices, education and technology plays a role as the study seeks to confirm. (Abbot, 1990)

2.2 Socio – cultural factors:

Socio – cultural factors stand out conspicuously as one of the major hindrances to women's upward mobility. According to Flora and Lynn (1994), in a study of socio – culture, as a major impediment to women's progress, the unexpected trauma of motherhood, with a accompanying repetition of task and the isolation which is so common in the life of a young mother, may lead to a change in the sense resulting in low management efficacy among even better educated women.

Stanley and Wise (1993), on a similar study concur with the duo's study. They say in their findings that the changed status fix women in a service and domestic mode of behaviour to

the extent that their entrapment leads to socialization of self consciousness, which make women to define the status quo as the most desirable and secure. Similarly, Awake (2002) on his study on socio – cultural issues as a major factor affecting women’s mobility at workplace says that working mothers find motherhood as a complicated venture; so most of them prefer to sacrifice their time and much of their social life to make sure that their children are well cared for. Hence, they should not trade these cherished precious moments, which they enjoy.

On the same note, Nosike (1995) in his study says that at marriage, a woman’s ownership is transferred from her father to her new husband and for life as long as they remain husband and wife. He continues to say that a good wife should make herself available whenever she is needed or wanted. Her husband, the study says, remains the head of the family. This study is further confirmed by Mallan (2002) who says that the demand on women, wives and mothers who are professionals are multiple and complex as the world is becoming greatly globalized. They are child bearers, child carers, house workers and house managers among other. In this web of care, majority of women are disempowered to rise to the higher managerial posts.

On a paper presented in a seminar on “socio- cultural persistence and gender under-representation in Nigeria” Obot (2004) says that the emergence of women political leadership is still at infancy even in advanced democratic states. One critical factor that account for this is cultural unison on the status of women. He continues to argue that modern democracy only succeeds in giving recognition to equality of humans, but provided no universal solidarity in reversing women under- representation. Hence, there is global awareness of gender marginalisation as well as global unpreparedness for cultural revival for equality representation.

Nalini (2002) clinical professor of Psychiatry at Albert Einstein College of Medicine in a workshop on “Challenges faced by women professionals” says that key issues that affect professional and non professional lives of women include; job satisfaction, balancing between work and professional life , autonomy, availability of flexible work hours, fairing enumeration and having a voice in decision making. The non-professional ones however include; self-care, time for partner, children, family and friends. He continues to say that this

conflicting demand made on the female professionals diminish their job satisfaction and lead to stress and imbalance in their lives.

Kipsang, (2006) says that the persistent denial of the Kenya's half population (women) is an affront to human dignity. It promotes destructive attitudes that pass from the family to the work place, to political lives and ultimately to international relations. He continues to say that there is need for attitude change towards women if they are to enjoy their full potential rights and freedom. He further says that the participation of women in development in Kenya is hampered by a number of obstacles. He concludes that it is a pity that the majority of Kenyan women are engaged in low job profiles. The Editor of (Daily nation 8th March 2006) in editorial, on women's day laments that more often than not sceptics shrug and wonder if there is cause to celebrate at all on Women's Day. She says that women are poorly represented in politics, although they are the majority voters. This position however, she says, is gradually changing as we have women leaders like Ellen Johnson., Sir-Leaf being elected as Liberia's first Woman President, and South Africa appointing a woman Vice President.

Mugenda 2006, on her appointment as Vice Councillor Kenyatta University (Standard News Paper 22nd March 2006) says that she would like to dedicate her appointment to the Kenyan woman who works hard and sometimes are not recognised. She advises young women professionals to stay focused and determined to achieve their goals. She further says that she would strive to be a role model to many women academics and girls who face many challenges including lack of resources in their quest to reach the peak of the society. It is upon these reviews that socio- cultural issues become a factor in the hindrance of women's upward mobility that has necessitated the study in ACFC.

2.3 Education related factors

Education is another factor affecting upward mobility of women in Employment circles. William, (1992) says that the role of women as child-bearers is always asserted when girls are denied education, and sometimes withdrawn from school to get married in some communities. The practice has hindered education of girls in some communities in Nigeria. Hence, most women occupy only low profile jobs that do not empower them economically.

In a similar study, Kathryn and Taggu, (1987), states that in many south pacific states, girls are under represented at secondary levels even though there is legislation providing for both boys and girls to attend school. They further say that in many other countries, this is because educating girls is seen as a wasted investment because they soon get married elsewhere and cease taking on family responsibilities.

Another study by Duries (1993) he says that cultural stereotypes which face women in vulnerable positions in need of protection, or a future domestic keepers, keep away girls from formal education systems. Cultural and religious attitudes lead to strict segregation of the sexes at school and at work. The girls are taught in single schools by female staff and are restricted to a curriculum, which favours home economics over science and mathematics. This does not prepare girls for full and equal participation in the workforce, hence limiting their career choice.

In one of the articles (women participation in higher education) 1990, France gives percentages of women participation in higher learning. In this country, where University population has increased five-folds in the last 30 years, 15% of 18 to 25 year olds are in higher education and half of this is women. This compares favourably with Germany where participation of women is about 40 %.but while men dominate technical courses, which lead to positions of power in high income. Women on the other hand select literally courses and avoid scientific or technical subjects. Heiskanen,(1995) supports this study and says that the under –representation of women in the traditionally male dominated areas like mathematics, engineering and technology is widely thought to be the result of gender stereotypes leading to lack of encouragement to girls to enter this fields. He continues to say that it is disconcerting to realise that even in France and Finland, two countries that have tried to bring out equality in both sexes' participation in education, women are still under–represented in most scientific fields. Kimura (1992) further asserts this in his study and says that the fact that women continue to express preference for the social sciences and humanities at the expense of science and technology, in spite of the removal of any obvious impediment raises the possibility that women are not trying much to come out of the cultural stereotypes. He further argues that the observed differences in the selection of disciplines and professional occupations are consistent with evidence suggesting that men's and women's brains are

organised very differently from the earliest of life, and that the differences in the development are directed by sex hormones. This view is further confirmed by Naladdi (2004) in his finding on Gender_equality and education. He says that girls tend to be more attracted to science if they see it as socially relevant. He further says that a British study has confirmed that girls are less interested in sciences that involve defence work or animal experimentation. He finally says that girls tend to perceive science as a male dominated area with very long working hours. He concludes that it is important for future planners to select out the factors underlying the low participation rates of women in science and technology; a concern shared by many writers is that whether by choice or design, women are being excluded from the scientific and technologically oriented professions. This is however detrimental to their country's future development.

2.4 Performance related factors at work place

Performance at work place is another factor that really hinders the upward mobility of women in the manufacturing industries. Many of the myths about women's need, wants and capabilities arise from the assumption that men make about them at work place. Research in the sex differences at work places tend to focus on identifying physical, cognitive and motivational differences between men and women (Colwell 1995). Some studies have also examined differences in leadership styles and attitudes towards work. They indicate that there are few important differences between performances of both sexes at work. Where sheer physical strength is involved however, men are superior to women. However, they say that this is a rear application at work these days. Individual performance and active participation at work by both men and women is rewarded most.

(Douglas and Brilley 1994). Other researchers like Marshall (1993) and Nalini (2002) also cover this view

2.5.1 Conceptual framework:

In the topic of study, “An investigation into factors affecting upward mobility of women employees in ACFC - Muhoroni”, the dependant variable is **upward mobility of women** while the independent variables are socio- cultural issues, educational qualifications and performance at work. The figure shows that there are Intervening Variables that also affect the upward mobility of women which are Uncontrollable.

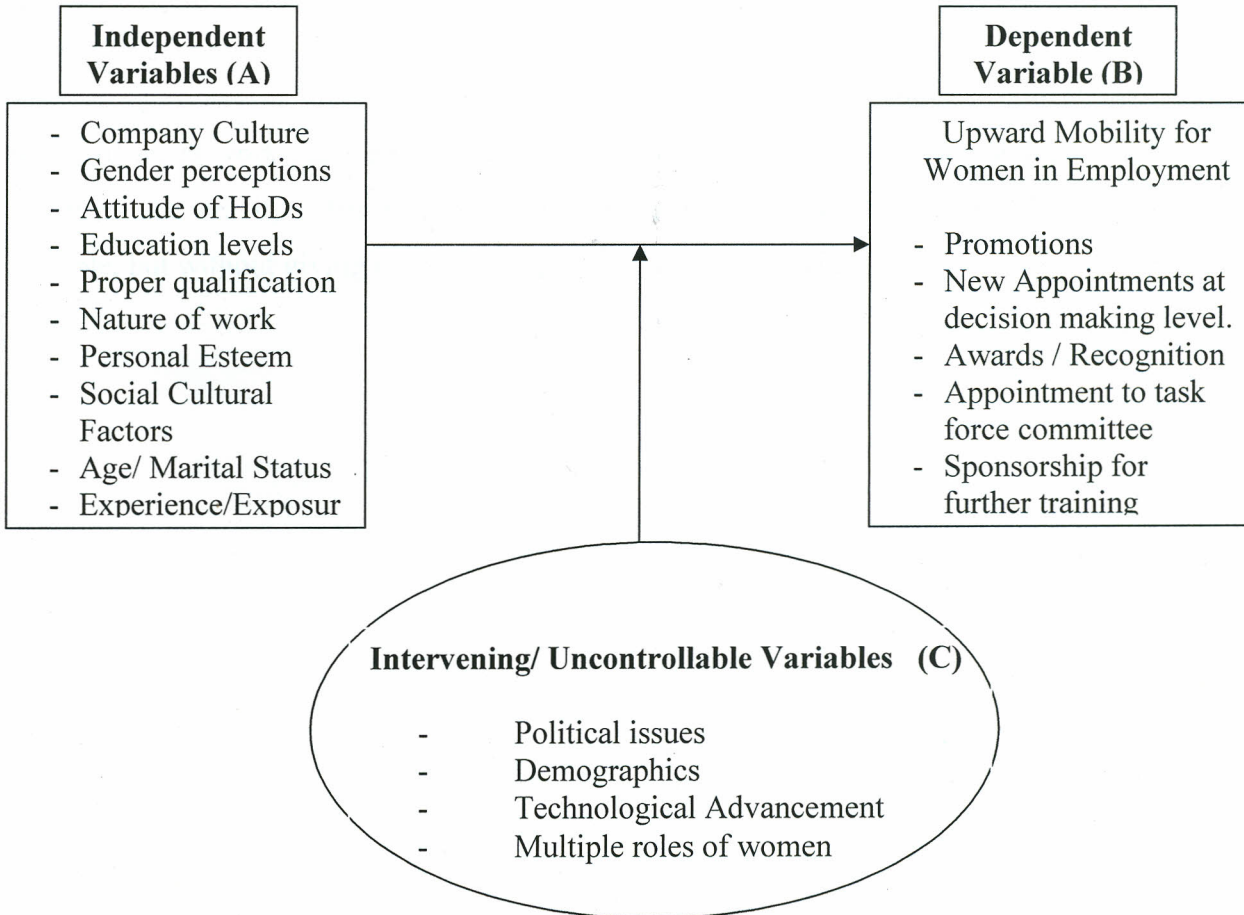


Figure: 2 Conceptual framework

–Source: Researcher 2006

The dependant variable (A), which is upward mobility of women in employment can be achieved through promotions, new appointments at decision – making levels at their places of work; Giving them awards, or recognition for the good performance of work done; It can also be achieved by involving women in the task force committees, sponsoring them for training or further their education.

Dougall and Briley , 2004 also take only one variable in their study. The duo has used descriptive survey method and simple random sampling in their study. They have dealt with

socio – cultural factors as the variable affecting the upward mobility of women at work place. They advocate for change in societies and at work place in order to give women a chance in the management levels. However, in their attempt to suggest how much change should take place, they only deal with the organizational change, but fail to suggest how the socio-cultural change should take place.

This study however deals with the three variables – socio-cultural, educational and performance at work place and tries to find a solution to overcome these variables. This gap has been left out by other researchers in the same field who have either dealt with one variable, but without giving concrete suggestion on how it can be solved.

CHAPTER THREE

RESEARCH METHODOLOGY:

3.1 Introduction:

This chapter presents the research methodology that the researcher used for carrying out the research. The chapter covers research design, target population, sample and sample design, instruments used, data collection procedures data analysis and the location of the study.

3.2 Research design

The researcher used the descriptive research design in this study. The major purpose of this design is to describe the state of affairs, as it exists. (Kombo and Tromp, 2006). This design is not only restricted to fact findings, but may also often result in the formation of important principles of knowledge and solution to significant problems (Kerlinger, 1969) They are more than just a collection of data. They involve measurement, classification, analysis, comparison and data interpretation (Kombo and Tromp, 2006). Orodho, 2003 says, descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals.

3.3 Target population

The target population was all workers in Agro – Chemical and Food Company Ltd - Muhoroni. In this company, there are 255 workers of which 23 are female.

3.4 Sampling design

The sampling designs that were used in the research were purposive, simple random sampling, and census. All Heads of Departments in ACFC were purposively sampled, because they are the custodians of company policies as well as the main players in staff appraisals and recruitment. Census was used for all the 23 women workers due to their insignificance; all of them were therefore interviewed. Simple random sampling of 10 % was conducted on the 232 male workers; this gave 23 male workers as respondents. Gay (1996) postulates that this percentage is an adequate representation for any accessible population.

The total sample size was therefore $23 + 23 + 10 = 56$ respondents, as shown in **table 6** below.

CATEGORIES	SELECTED POPULATION	PROPORTIONATE SAMPLING
Heads of Department	10	10 (Purposive)
Female	23	23 (Census)
Male	232	23 (10 % of the males)
TOTAL	255	56

Table 6: Sample size determination

3.5 Data collection procedure

The study used both questionnaire and interview schedules as instruments of data collection. These instruments address the specific objectives. The questionnaire contained both structured and open-ended questions. The method is advantageous because there is no bias on the side of the researcher and the respondents, (Kombo and Tromp, 2006). The interview guide however targeted the HODs. The researcher used semi-structured interview guide because it is flexible – consist of both open and close ended questions. They also give in depth information, which give the researcher complete and detailed understanding of the issues under research. (Kombo and Tromp, 2006)

The questionnaire was delivered to the respondents, with the assistance of one research assistant who later collected the filled forms after a period agreed with the despondent, but within two weeks. The interview guide was used to conduct interview with the Heads of Departments on appointment.

3.6 Data analysis and presentation

Descriptive statistics such as frequency distribution and measures of central tendency (mean, mode median) were used in data reduction and item analysis which assisted in giving a clear picture of the distribution of data and a general impression of values that could be seen to be common, middling or average (Saunders et al. 2003). SPSS was used to determine factor correlations and regression, to establish interrelationships of the independent variables and the dependent variables. The findings were presented using percentages, pie- charts, bar – charts and histograms. Also since the data was either, categorical nominal or scale, both non parametric and parametric methods were used to answer the research questions.

CHAPTER FOUR:

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This study was carried out to investigate the factors affecting upward mobility of women workers in Agro – Chemical and Food manufacturing industries in Kenya. Both internal and external factors hindering upward mobility for women workers were established. Muhoroni Agro – Chemical and Food Industry was used as a case study. Policy impediments regarding promotion and training of the workers were established. A sample of 23 male and 23 female ACFC workers participated in the study, answered and returned the questionnaires. An interview schedule was also conducted for 10 heads of departments in the company..

In this chapter quantitative data analysis was done using a computer package, SPSS (Statistical Package for Social Science, version 11.5) to find out the frequency distribution of the respondents' demographic status and relationships with the various factors effecting upward mobility of women workers. Data presentation using graphs and charts was done.

4.1.1 Respondents' demographic information

In this study conducted at ACFC-Muhororoni, 23 female and 23 male employees were involved. The respondents were in their ages of between 20 - 30 years, 18.6%; 31 – 40 years, 39.5%; 41 – 50 years, 37.2%and above 50 years, 4.7%.This has been illustrated in **table7a** below.This shows that the study cut fairly across the population in ACFC-Muhoroni ltd.

Age bracket	Percentage
20 - 30 years	18.6
31 – 40	39.5
41 – 50	37.2
41 – 50	4.7

Table 7a: Respondents' demographic information

4.1.2 Departmental representation of the respondents

As shown in **table 7b below**, all ten Departments in the company were represented in the study. Human resource department was leading by 37% representation, followed by Engineering and Quality control 10.9%. Only one person was interviewed in the audit section (2.2%). This implies that the study cut across all the departments and gender without bias an indication that the views are therefore representative of the whole population under study.

Respondents' departments	Frequency	Percentage
Finance	3	6.5%
Human resource	17	37.0%
Engineering	5	10.9%
Production	4	8.7%
Quality control	5	10.9%
Environment .and safety	2	4.3%
Purchasing and supplies	5	10.9%
Marketing	2	4.3%
Audit	1	2.2%
General administration.	2	4.3%
Total	46	100%

Table 7b: Number of workers involved in the study from different departments

4.1.3 Designation of the respondents.

Table 7c below further shows that the respondents were a fair representation of the population since all the designations in the company were interviewed. 28.9% were teachers;14.2% were operators and clerks, secretaries and accountants formed 10.7% each while at least one engineer and one marketing officer among other positions were interviewed.

Position	Frequency	Percentage
Teaching,	13	28.9
Operators	8	14.2
clerks	8	14.2
Secretaries	6	10.7
Accountants	6	10.7
Analysts,	4	7.1
Artisans	3	6.8
Typist,	2	3.5
Chemists,	2	3.5
Supervisors	2	3.5
Security guard	1	5.1
Engineer	1	1.7
Marketing officer	1	1.7
Total	56	100

Table7c: Designation of the respondents

The workers involved in this study occupied positions in the company, mainly teaching, 13 of the respondents, 8 operators, 8 clerks, 4 secretaries, 6 accountants, 4 analysts, 3 artisans, 2 typist, 2 chemists, 2 supervisors, 1 security guard, 1 engineer and 1 marketing officer. This implies that the study cut across the entire cadre, without bias a further indication that the views were representative of the whole population under study.

4.1.4 Employment at Agro-Chemical and Food Company

In this study, it was established that employment is continuous since 1978 to 2006. However most of the workers were employed in 1995 and 1998 where 5 of the respondents were employed in each year as shown in **fig. 3 below**

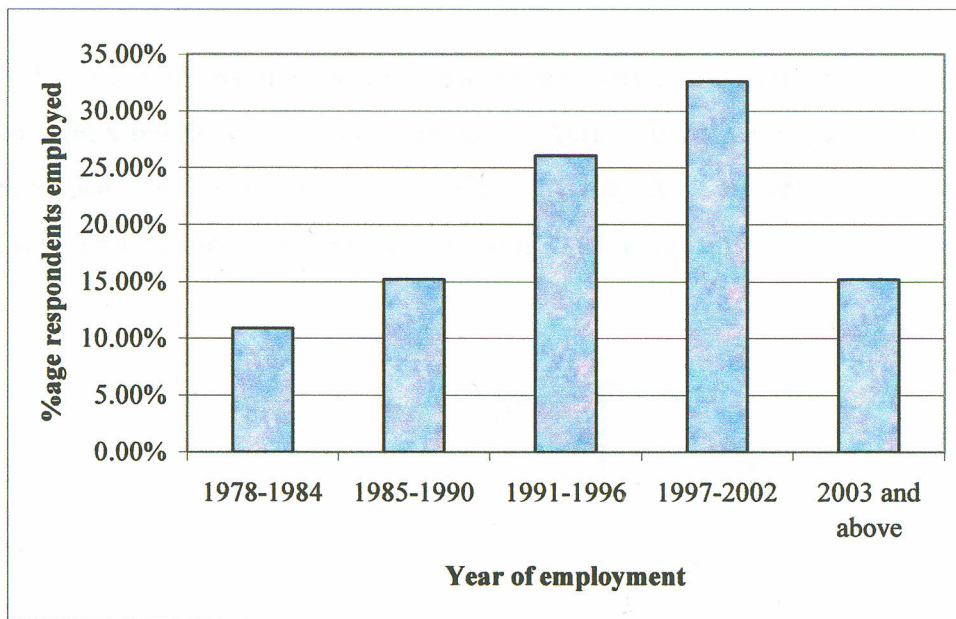


Figure 3: Company's employment trend from 1978 to – date

When they were first employed, 32.6% of the respondents had secondary level, 56.5% had attended college and 10.9% had a degree level of education. 82.6% of the female employees had College level of education. 18.2% had trade test, 15.9% had Diploma, 13.6% University and 52.3% had other professional levels on the first employment. In Muhoroni Agro-Chemical and Food Company, most of the employees maintain their designation from the first employment. However it was noted that, when they were first employed at ACFC, 1 security guard changed his position to clerical duties.

In this company, 28.3% of the respondents have been in the same position for over 10 years, 41.3% for between 6 – 10 years, 15.2% for between 2 – 5 years and 15.2% for less than 2 years. Promotion of the staff respondents showed that, almost equal number has been promoted. For the female workers, 15 (68.2%) have not been promoted, only 7 (31.8%) have been promoted. More male workers, 65.2% have been promoted while 34.8% have not.

This implies that after employment with basic educational and professional qualification, the company did little to train and develop the women employees; hence they were not adequately prepared for promotion to higher positions.

4.1.5 Percentage number of the respondents who have been promoted

From **fig.4 below**, 51% of the respondents were affirmative that they have been promoted at least once since first employment. 48% said they have never been promoted. This implies that promotions are experienced fairly well in the company.

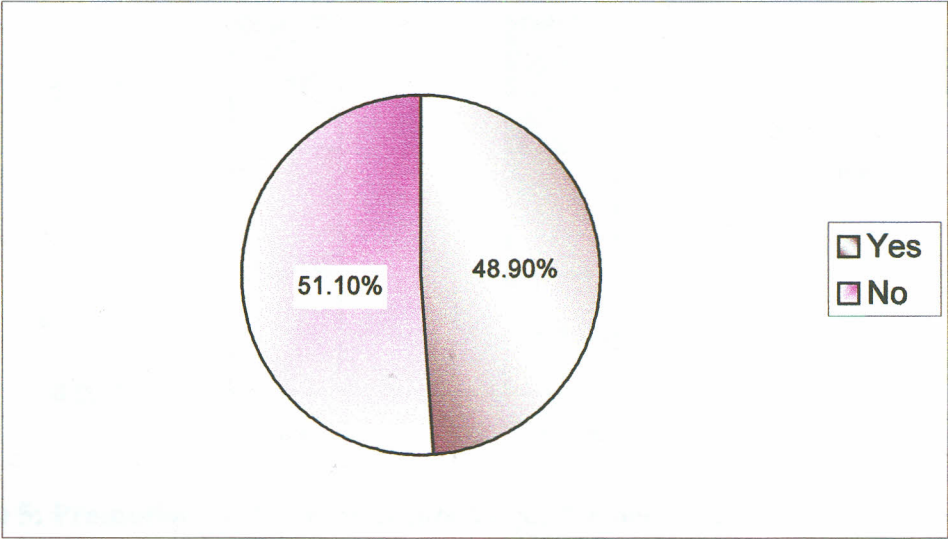


Figure 4: Percentage number of the respondents who have been promoted

4.1.6 Promotion of the respondents by gender percentage

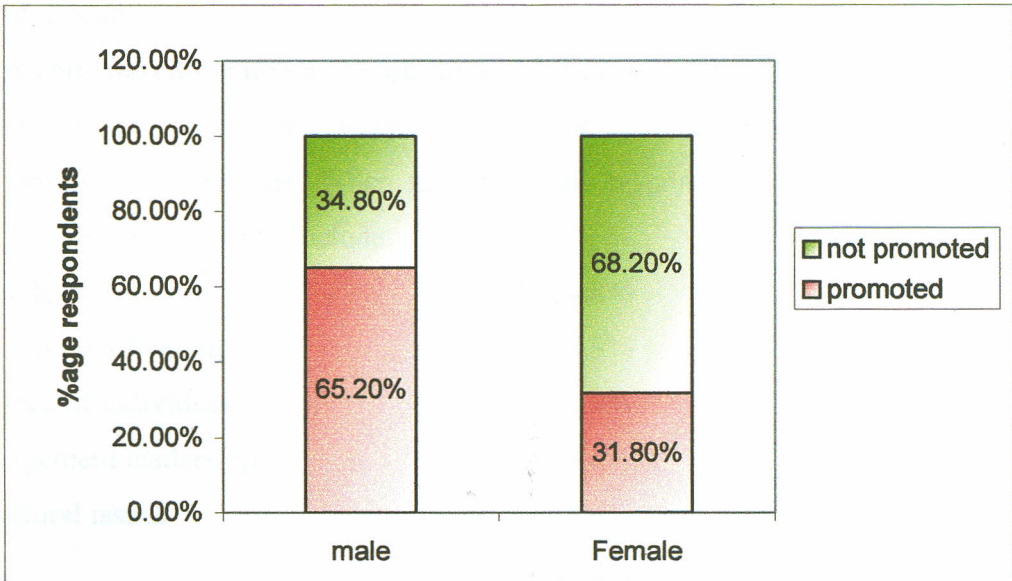


Figure 5: Promotion of the respondents by gender percentage

From **fig. 5** above, 65.2% of the men have been promoted at least once since first employment, while only 31.8% of the women have experienced promotion. This shows that even though promotion has been fairly experienced as revealed previously, the procedure was gender biased.

4.1.7; promotion frequency by gender

Promotion frequency	Respondents Gender		Total
	Male	Female	
Once	8	3	11
Twice	4	5	9
Three times	1	1	2
More than three times	1	0	1
Total	14	9	23

Table 8: Promotion frequency by gender of the respondents

From **table 8** above, 65.2% of the promotion cases were personal. However mass promotion was realized by 34.8%. When a staff is being promoted, in all the cases, the recommendation is made by the Head of the departments. This implies that head of department's bias would affect the individual staff.

4.2 Factors considered for upward mobility in Muhoroni ACFC Ltd

In this company, education level, professional qualification and performances contribute to upward mobility of individuals. When ranked by the respondents, very important factors considered for upward mobility include;

- Education level	84.8%
- Professional qualification	73.9%
- Performance of individuals	73.9%
- Top management leadership	56.8%
- Socio-Cultural issues	45.5%
- Policy	43.2%
- Nature of work	25.0%
- Age	20.9%
- Vacancy	17.1%
- Relationship with the boss	13.0%
- Gender consideration	11.6%
- Tribe	11.4%
- Marital status	9.8%
- Level of canvassing	7.1%
- Political inclination	4.4%
- Other factors	14.3%

From the **data above**, amongst the factors considered for upward mobility, education, professional qualification and performance of the individuals ranked first with over 70% rating. Gender, tribe, marital status and political inclination were least considered

4.3 Description of promotions

Asked whether what they felt about promotion trend in ACFC-Muhoroni, 56.5% of the respondents described the promotions as fair, while 56.5% of the female workers and 30.4%

of the males describe the promotions as “not fair”. It was also established that 11.4% rank gender consideration as very important in upward mobility. There was therefore a significant relationship, $r = 0.334$, $p < 0.05$, between the people who have been promoted and their gender. (See table 9 below)

			Gender	Ever been promoted
Spearman's rho	Gender	Correlation Coefficient	1.000	.334(*)
		Sig. (2-tailed)	.	.025
		N	46	45
	Ever been promoted	Correlation Coefficient	.334(*)	1.000
		Sig. (2-tailed)	.025	.
		N	45	45

* Correlation is significant at the 0.05 level (2-tailed).

Table 9: Relationship between the gender and promotion in the company

This table 9 implies a strong correlation between gender consideration and the basic requirements, on a 2-tail correlation analysis.

4.4 Internal factors that hinder upward mobility for women workers

Internal factors affecting upward mobility for women workers in ACFC are;

<u>Internal factors</u>	<u>%age number of women affected</u>
Education level	87.0%
Professional qualification	82.6%
Performance	82.6%
Socio – Cultural issues	82.6%
Top management leadership	63.6%
Policy	54.5%
Nature of work	30.4%
Age	27.3%
Vacancy	27.3%
Gender consideration	22.7%

Level of canvassing	14.3%
Marital status	14.3%
Relationship with the boss	8.7%
Tribe	8.7%

From the **data above**, amongst the factors considered for upward mobility specific to women, education, professional qualification and performance of the women still ranked first with over 80% rating. Relationship with the boss and the tribe, were least considered. This implies that educational and professional advancements are crucial for upward mobility of the women. This study showed that 69.6% of the women think there is low upward mobility at ACFC. However, in this company, relationship with the boss and individual tribe do not contribute to upward mobility of the women.

4.4.1 Training advancement of the staff

After the staffs are employed few had an opportunity to advance their level of education. A few number of the staff, 15%, employed from secondary level managed to attend colleges as shown in table 10 below. However all the women workers remained without advancing in their education after employment.

	Level of education		
	Secondary	College	University
No. of respondents when first employed	15 (2 female)	25 (19 female)	5 (2 female)
No. of respondents currently	9 (1 female)	31 (19 female)	5 (2 female)

Table 10: Opportunity for staff advancement in education at ACFC.

Asked who financed their education, 80.4%, of the workers had their education financed by their parents. One woman had funding from her husband, 2 men paid for themselves, 2 men and one lady was funded by the employer. This implies that the company does little to sponsor women for further education.

4.4.2 External factors that hinder upward mobility for women workers

In the study at ACFC, it was established that performance of an individual is a major factor considered for promotion. However, while the women are performing their duties, they experience several problems. These range from family related, socio – economic, technology to supervision problems. To 26.1% of the ladies, sickness in the family sometimes make them constantly ask for permission from their supervisors hence too much absenteeism from duty. This problem is experienced mostly because the company does not provide medical cover to the women employee's spouses, while men have theirs covered.

Widowed and single ladies get more effect of low pay as they are faced by all the family responsibilities. In the cases of married ladies, when they work overtime and weekends, their husbands suspect them for being unfaithful.

On the question of technological advancement most of the workers were found to lack computer knowledge. Some modern digital equipment in the company requires staff to undergo short courses to handle them effectively. According to five men and 2 female respondents, political inclination of the workers affects their upward mobility.

4.4.3 To correct the low upward – mobility of women at ACFC

The following were the feelings of the respondents in Muhoroni Agro-Chemical and Food Company, to correct the low upward – mobility of women: employ more women at management level to represent ladies in decision making; put promotion policies in place and be followed strictly; women should be actively involved in policy making, promote gender without bias and give women equal rights, recruit ladies who are qualified to the company and employ them as Head of departments, take women for training and let them work hard to be in decision making team, women should venture into technical areas like engineering, where upward mobility is likely, women should be taken for training to improve their education and recognize women equally as other workers. This implies that those better policies that are gender balance should be put in place.

4.4.4 Findings from interview schedule for heads of departments

Personal interviews were conducted for the departmental heads within the company. All the 10 departments were headed by male workers. The longest serving head of a department became a HOD in 1998 in the department of marketing. Other departmental heads became HOD in; Mechanical engineering department, employed in the year 2000; electrical engineering head, promoted in 2002; head of environment and safety, promoted in 2004; finance department head promoted in 2005; production department head, promoted in 2006; human resource department head, employed in 2002; while head of purchasing and supplies department was promoted in 2003. All the company heads of departments report to the works manager who is a male worker in this company.

4.4.5 Participation in company policy matters

It was established that all the heads of the departments participate in policy issues, particularly in committees dealing with issues of personnel. In these decision making committees. This implies that since there is no woman HOD, there is always gender imbalance.

4.4.6 Promotion of the staff

In all the ten departments, some heads have never promoted any person since they became HOD. These are particularly finance, Production and quality control departments. Other departmental heads from Audit, marketing, Environment and safety, have promoted one person each, since they became heads. Most promotions have taken place in the department of mechanical engineering where since the current HOD was employed in 2000, eight people have been promoted. When recommending their staff for promotion, the departmental heads consider individual qualification, experience, competence and performance of duty.

Asked whether women would be as competent as men in management positions, 70% of the HOD was of the opinion that the women would not be as competent as their male counterparts. They attributed this assertion to the multiple roles played by women at home, their inability to cope with pressure and the fact that most of the work in the company is technical.

4.4.7 Distribution of female employees in the departments at ACFC

Department	Total number of employees	Female employees
Finance	11	3
marketing	9	2
Purchasing and supplies	12	2
Human resource	77	12
Electrical engineering	25	0
Quality Control	10	2
Production	59	0
Environment and safety	12	0
Audit	4	1
Mechanical engineering	35	0

Table 11: Distribution of female employees in the departments at ACFC.

As shown in **table 11** above, the department of human resources employed the highest number of women (12); followed by finance (3). Others had 1 or 2 women while four departments had no female employee. This implies that women were poorly represented in the departments.

4.4.8 Upward mobility / staff development policy at ACFC

Asked whether they are aware of upward mobility / staff development policy at ACFC, the HODs answered in affirmative. They indicated that staff development was based on; availability of the positions in the organization; performance and professional qualifications for a higher position that is vacant or created within the company; managerial skills and technical experience of individuals. Supervisor's upward mobility, however depends on experience, attitude to work, integrity, qualification and the ability to mobilize workers.

This implies that upward mobility / staff development policy exists at ACFC-Muhoroni except that it may not have been implemented effectively.

4.4.9 HODs’ opinion on Staff upward mobility policy at ACFC

Asked how well the upward mobility / staff development policy at ACFC was operational, 40% of the HOD said it was working well, 30% said it was not working as required, 20% said it was too stringent while 10% said it was not working at all. This has been shown in fig.6 below

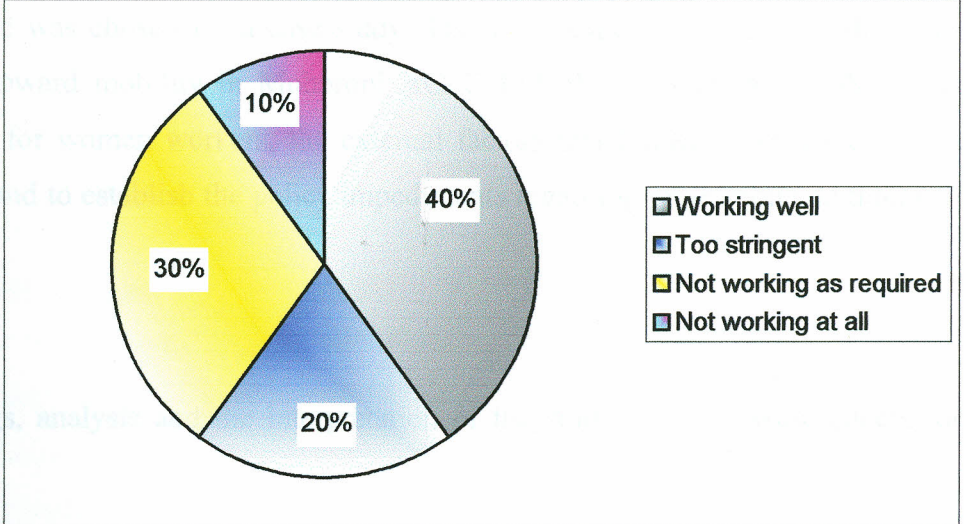


Figure6: HODs’ opinion on Staff upward mobility policy at ACFC

4.5 Problems heads of departments encounter with women workers

As they execute their duties, women are delicate and cannot face challenging issues at work place. At home, they are faced with challenges more than the males. Those in junior positions attract male counterparts and expect a lot of favours from them.

To increase the number of women in decision making positions at ACFC. In particular and Kenya generally, women needs to be encouraged to venture into more technical areas. They should aim high, study technical subjects and do professional causes that lead to good technical and scientific jobs. The company needs to outsource for professional women and recruit them in decision making positions to encourage other women to ensure gender equality. They should also offer training to women workers in technical positions.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The purpose of this study was to investigate the factors that hinder upward mobility of women in the Agro –based industries in Kenya. Muhoroni Agro –chemical and Food Company Limited was chosen for a case study. The study sought to determine the factors considered for upward mobility in Muhoroni ACFC Ltd, the internal factors that hinder upward mobility for women workers, the external factors that hinder upward mobility for women workers and to establish the policy impediments regarding promotion and training in ACFC.

5.1 Conclusions

From the findings, analysis and the interpretation of the study, the following conclusions have been made:

Crucial factors considered for upward mobility can be summarized as educational level, professional qualification, and performance at workplace. Other factors in order of rank include management and leadership style, socio-cultural issues, policy issues, nature of work, age, and availability of a vacancy, work relationship with the boss, gender consideration, tribe, marital status, and level of canvassing and political inclination.

Fewer female workers as compared to their male counterparts have been promoted in the last five years. 69% of the respondents feel that there is slow upward mobility of the women at ACFC –Muhoroni. This implies negative bias against the women because 100% of the decision makers were found to be men. Education factor was expressed as a leading (key) factor considered for upward mobility. However, all the women workers in ACFC – Muhoroni have not gone for further education after employment.

The main internal factors affecting upward mobility for women workers were found to be educational level, professional qualification, performance and organization culture.

Others are top management leadership style, organizational policy, nature of work, supervision problems, age requirements, vacancy availability, gender consideration, marital considerations, work relationship with the boss and ethnicity.

Only 34.8% of the women have been taken for training in the last 5 years. 65.2% however have never gone for training at all. The study revealed that even those women who have gone for training have not been considered for promotion. This implies that the management neglects the women workers.

The study found out that the external factors that hinder upward mobility of women include family related issues, socio-cultural issues, and technological illiteracy. The study also revealed that women employee's spouses were not covered by the company's medical scheme. The morale of women workers and productivity at ACFC –Muhoroni is affected by gender bias, slow upward mobility, multiple roles in the family, lack of recognition, top management insensitivity to their problems and low salary package. These imply that the women are discriminated against by both the societal macro environmental forces and the organizational practices.

All the ten departments in ACFC were are headed by male employees including the Chief Executive Officer. All the departmental heads report to Works Manager who is also a male employee. No women employee participate in policy issues since none heads any of the departments, hence gender imbalance. 70% of the HODs feel that women are not as competent as men at work. They attribute this to:- Multiple roles played by women at home; their delicate nature and inability to cope with high level decision-making; being subjected to socio-cultural issues when married; and the fact that much of the company's work is technical oriented and that the women at ACFC have no qualification in technical jobs. The HODs also believed that women preferred easy work like secretarial and clerical duties. This implies that the HODs hold poor perception and attitude towards the women's ability to perform effectively.

The study revealed that the percentage of women in all the departments at ACFC was less than 10% on average. This appeared to be very low since the company had a total of 10 departments with 255 workers. This depicts that the employees' gender was skewed away from the females, a trend that indicate male preference or male chauvinism.

5.2 Recommendations of the study:

In the light of the findings, interpretations and conclusions drawn, the following recommendations are put forward as a measure towards the upward mobility of women in ACFC –Muhoroni in particular and Kenya in general.

- i) More women should be employed at management levels to represent women employees in decision making. This would help the women to have issues affecting them to be presented by one of their own, rather than their male counterparts championing their rights on their behalf. This will also help to rectify the slow upward mobility scenario currently experienced at ACFC –Muhoroni
- ii) Relevant policies should be put in place to guide on promotion. Such policies should cuts across the board for all employees regardless of gender and should be followed strictly without bias.
- iii) Women should become more aggressive and venture into technical areas where promotion to enable them compete favorably with their men counterparts. Thus they should aim at taking scientific oriented subjects that lead them into technical oriented workplaces like manufacturing industries.
- iv) Women should aim at furthering their education to attain higher qualifications. This would make them have a strong bargaining power to climb the ladder when there is a vacancy.

- v) Socio-cultural issues that promote male chauvinism in the manufacturing sector should be stopped. Affirmative action should be used to give Women equal rights to execute their talent at managerial level when they merit it.
- vi) The government should support the girl child to do technical subjects, support women to further their educational and professional careers.

5.3 Recommendation for further research

This study has identified factors that have led to the slow upward mobility of women in the Agro-based industry in Kenya; ACFC-Muhoroni in particular. However the study only concentrated in ACFC –Muhoroni being a manufacturing and Agro-based industry. This has therefore limited a generalization to other industries in Kenya. In view of this, other studies should be done on

1. The upward mobility of women and their representation at management level in other sectors to see whether the practicality of women empowerment is in place.
2. The factors that motivate women to take up formal employment in the otherwise male dominated industries
3. Investigate why men in positions of authority still regard the women to be a weak gender.

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APPENDIX I a



KENYATTA UNIVERSITY **SCHOOL OF BUSINESS** **BUSINESS ADMINISTRATION DEPARTMENT**

TEL: 810901-19 EXT 57215
FAX: 811455/811575

P.O. BOX 43844,
NAIROBI,
KENYA.

Website: ku.ac.ke, E-mail: kuvc@nbnet.co.ke

25th APRIL 2006

TO WHOM IT MAY CONCERN:

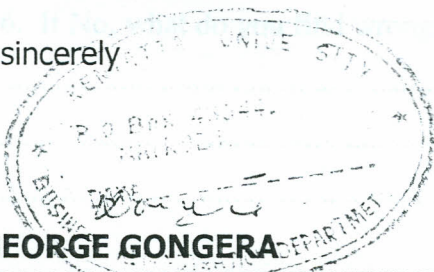
SUBJECT: STUDENT RESEARCH WORK

The bearer of this letter is a student of Kenyatta University. He/she is taking Human Resource Management in **MBA** as his course of study. To complete the course, he/she has to carry out a research assignment. The results are only used for examination purposes and not for any other purpose.

I would be glad if your organization assists the student.

Thank you.

Yours sincerely



DR. GEORGE GONGERA
CHAIRMAN, BUSINESS ADMINISTRATION DEPARTMENT

17. How do you think this anomaly can be corrected?

.....
.....
.....

18. What was your level of education when you were first employed at ACFC?

Primary { }, Secondary { }, college after secondary { }, 1st Degree { },
Post graduate { },

19. What was your professional qualification when you were first employed at ACFC?

Trade test { }, Diploma { }, Higher Diploma { }, University { }, other (specify).....

20. What is your level of Education currently?

Primary { }, Secondary { }, college after secondary { }, 1st Degree { },
Post graduate { },

21. What is your professional qualification currently?

Trade test { }, Diploma { }, Higher Diploma { }, University { }, other (specify).....

22. Who financed your education (Highest level)? Please tick

- Parent { }
- Husband/ Wife { }
- Self { }
- Scholarship { }
- Employer { }
- Other

Specify.....

23. Has the company ever taken you for training? Yes { } No { }

24. If yes for how long?.....

25. If No Why?.....

26. Were you promoted after the training? Yes { } No. { }

27. If No, why?.....

28. How many people are you in your department?.....

29. How many are women?.....

30. How many people have been promoted in your department in the last 4 years?

Men..... Women.....

31. What problems do you face while performing your duties at ACFC?

(Personal problems).....

.....
.....

(Family related problems).....

.....
.....

(Supervision Problems).....

.....
.....

(Fellow colleagues).....

.....
.....

(Technology problems).....

.....
.....

Workshop

Topic

Guests

33. Which of this has been the most important factor in your work

place?.....

.....

.....

32. Rank the following factors, according to how they affect upward mobility at ACFC

	Very Important	Important	Less Important	Not Important
Education Level				
Professional qualification				
Performance / Merit				
Political inclination				
Relationship with boss				
Level of canvassing				
Gender consideration				
Socio- Cultural issues				
Nature of work				
Age				
Marital status				
Vacancy				
Policy				
Top Management leadership				
Tribe				
Others				

33. Which of this has been the greatest hindrance towards your advancement in the work

place?.....

.....

.....

34. Which of the following affect your morale and productivity (Please Rank)

	Always	Sometimes	Hardly	Never
Gender Bias				
Nature of work assignments				
Slow upward mobility				
Lack of employer supported development/ training				
Political interference				
Multiple roles in the family				
Lack of recognition				
Level of education/ professional qualification				
Too much work				
Low salary package				
Top management's insensitivity to staff matters				
Others				

35. Do you think there is marked low upward – mobility of women at ACFC?

Yes { } No. { }

36. In your opinion what should be done to correct the low upward – mobility of women at ACFC?.....
.....
.....

Thank you most sincerely for your time

APPENDIX 2: INTERVIEW GUIDE

INTERVIEW WITH THE HEADS OF DEPARTMENTS OF AGRO – CHEMICAL AND FOOD COMPANY LIMITED-MUHORONI

1. **Name**.....(Optional)
2. Gender?
Male { }
Female { }
3. What is the name of your Department?
4. When did you become HOD?.....
5. Were you promoted or employed at that level?.....
6. Whom do you report to?.....
7. Is the person you report to Male or Female?.....
8. Do you participate in personnel policy issues?.....
9. How many people (on average) sit in committees dealing with personnel issues?.....
10. How many of these are Women.....
11. If the number of women in the decision making committees is less than half of the men, why the gender imbalance?.....
12. Which is the highest post in your institution?.....
13. Who holds this highest position?
Male { }
Female { }
14. How many deputies does the chief executive have?
15. How many of these deputies are women?
16. If none of the deputies is a woman, what do you attribute this to?
17. How many departments do you have in the company?
18. Name them:
❖
❖
❖
19. How many are headed by women?
20. How many people have you promoted in your department since you became HOD?

- 21 How many of these are women?
- 22 What do you consider when recommending promotions?
- 23 If there are women managers, do you think they are as competent as men?
 Yes { } No { }
 If No, why

 If Yes, why

- 24 How many employees do you have in your department?
-
- 25 How many are female?
- 26 Are you aware of the upward mobility/ staff development policy at ACFC?
- 27 If yes, please state it

- 28 What do you think of the upward mobility/ staff development policy at ACFC?
- ❖ Working well
 - ❖ Too stringent
 - ❖ Biased against women
 - ❖ Not working as required
 - ❖ Not working at all
- 29 What problems do you encounter with women workers as they execute their duties?

- 30 What do you suggest should be done to increase the number of women in decision making positions, in ACFC in particular and Kenya generally?

Thank you very much for your time

APPENDIX 3

LIST OF COMPANY EMPLOYEES

Engineering (Instru & Elect.)	Title	Pf No.	Grade	Gender
Oloo Michael Nyunya	Snr Artisan II	130	6	
Nyangweche Benson Kirewe	Artisan I	161	7	
Towett Alex Kipruto	Snr Artisan II	213	7	
Kimeu Joshua M.	Snr Artisan II	214	6	
Okal Peter Odhiambo	Artisan I	216	7	
Wameyo George Otieno	Snr Artisan II	273	6	
Qwuor Anthony Jack	Snr Artisan II	300	6	
Okwama Hosea George	Artisan I	380	7	
Wasonga Vincent Wandey	Instru. Foreman	382	C	
Oketch Raphael Ogonji	Snr Artisan II	402	6	
Ngar Samson Odhiambo	Artisan III	409	4	
Opondo Joseph Ochieng	Artisan II	458	5	
Ochieng Fredrick Oduol	Artisan II	505	5	
Owaka Jude Ochieng	Elect. Foreman	556	D	
Mwasafu Cassian Safari	Asst. Manager (Instru.)	559	B	
Shako Harun Kidai	Artisan III	565	4	
Owino Richard Chocho	Engineering Manager (Elect.)	592	A2	
Ojunga Charles Oginga	Artisan III	604	4	
Odede Peter Otieno	Electrical Maint. Tech.	621	6	
Ngugi Samuel Ngaga	Electrical Maint. Tech.	622	6	
Odanga Columbus Wabobi	Instrument Maint. Tech.	623	6	
Kiumbe Victor Mburu	Electrical Maint. Tech.	624	6	
Ngare Peter Nyawalo	Artisan (Instrument)	630	5	
Engineering Mechanical & Civil				
Chiaji James Suji	Boiler Operator	82	7	
Mulira John Indiazi	Boiler Operator	139	7	

Wadanda John Okonya	Artisan I	172	7	
Onyango Alfayo Abok	Artisan I	196	7	
Matere Norbaert Wanjala	Boiler Operator	223	7	
Miyaga Charles Okello	Snr Artisan II	224	6	
Onyango David Ochwago	Snr Artisan II	291	6	
Kolal Robert Ochiel	Artisan II	293	5	
Ooko Stephen Onyango	Mech. Supervisor	348	D	
Orieny Charles Orinda	Snr Machinist	376	7	
Omuoso Alfred Ochieng	Artisan I	392	7	
Otieno Douglas	Asst. Civil Engineer.	412	C	
Ogweno Kenneth	Asst Manager(Mech)	483	B	
Opiyo Milton Odhiambo	Draughtsman / Documentalist	543	D	
Obanda Hudson Barasa	Engineering Manager (Mech)	555	A2	
Oruko Willis Odera	Artisan III	564	4	
Kungu Hezekia Elkana	Artisan II	566	5	
Nguma Safari Charo	Artisan III	567	4	
Nyamwaya James Opiyo	Civil Supervisor	591	D	
Ontinta Robert Makori	Plumber	605	4	
Oyoola Peter Mwangombe	Mason	606	4	
Nyamwanda Thomas Odhiambo	Painter	616	5	
Oketch Antony Henry Wariadho	Refrigeration And Air Condition	618	6	
Obwogi George	Mechanical Fitter	619	6	
Wamalwa Francis Barasa	Boiler Operator II	626	6	
Environment & Safety				
Kwach Festus Manyala	E.T.P Supervisor	110	D	
Osewe Charles Ochieng	Process Operator III	249	5	
Omoding Stephen Odeke	Process Operator III	272	5	
Oyugi Duncan Oguma	Process Operator III	289	5	
Okubasu Wycliff Apelli	Environment & Safety	351	D	

	Foreman			
Mweke Muiya Muthiani	Safety Artisan II	439	6	
Onunda Robert Obutho	Process Operator IV	459	4	
Okere John Omollo	Process Operator IV(Etp)	521	4	
Wino Ernest Odhiambo	Process Operator IV	524	4	
Mutuku Francis Mulinge	Environment & Safety Officer	525	C	
Owino Elijah Abongo	Etp Supervisor	526	D	
Nyakira James Otieno	Snr Helper	568	3	
Ngutupu Wanjala F.K. John	Effluent Treatment Plant Sup.	645	D	
Finance				
Odenyo Jackson Odego	Asst. Accountant	284	D	
Ndururi Simon Mwangi	Accounts Clerk	3227	4	
Masara Fredrick Odhiambo	Snr. Accounts Clerk I	3236	7	
Chimwene Martha	Personal Secretary	391	C	F
Apollo Japheth Fred Opany	Computer Supervisor	398	C	
Mita Albert Mita	Asst. Manager (Information)	468	B	
Oloo Fred Ochieng	Accounts Asst (Cash Office)	471	D	
Andere Joseph Oduor	Cost Accountant	476	B	
Ayiecho Rose Akoth	Snr. Accounts Clerk I	546	7	F
Mutunga John Kingoo	Financial Accountant	641	B	
Jumbe Nyange Octavian	Accountant	642	C	
General Admin				
Om Parkash Narang	Residence And Chief Executive	1	A	
Onyango Joan Akinyi	Executive Secretary	207	B	F
Internal Audit				
Mwakisakenyi Benard Mwambua	Snr. Internal Auditor	261	A2	
Walwanga Willis Owotsi	Chief Internal Auditor	3237	A1	
Sululu Jackline Namikoye	Snr. Clerk II (Audit)	493	5	F
Tum Eliaza Kirwa	Internal Auditor	614	B	

Human Resource				
Ainea Musa Arap Cheruiyot	Executive Chauffeur	15	D	
Galgalo Halake Dadasha	Snr . Security Guard	42	4	
Lepui David Lekeno	Security Asst. II	53	E	
Ayiecha Johnstone Odongo	Snr. Security Guard	59	4	
Randiek Morris Nyabola	Security Asst. II	122	E	
Murunga Peter Simiyu	Security Asst. II	125	E	
Obuya Joshua Ben	Process Operator II	251	6	
Muthiani Dickson Muli	Asst. Manager Human Resource	268	B	
Opama Mustafa Chogea	Snr. Sanitary Cleaner	271	3	
Ondari Alfred Okero	Security Guard. II	3152	2	
Gachagua David Kimani	Security Guard. II	3155	2	
Mzera Henry	Transport Attendant	3170	2	
Ogelenge Alex Osiba	Gardener	3172	2	
Akunda Elija	Office Messenger	3186	2	
Sironga Richard Sirivanus	Gardener	3206	2	
Juma Nicholas Odhiambo	Office Messenger	3225	2	
Torus Sammy Kipkemoi	Driver II	3232	3	
Ogongo Francis Otieno	Driver II	3233	3	
Onditi Enock Otieno	Driver II	3234	3	
Kisoso Silas Oltimau	Driver II	3235	3	
Lagat Eliud	Transport Attendant	3238	2	
Tanui Ezekiel Kipyama	Snr. Chauffeur	363	6	
Okwaro Anah Were	Asst. Teacher	384	D	F
Ochola Mary Aoko	Personal Secretary	400	C	F
Otieno Silas Entrience	Administrative Officer	401	C	
Amenya Rosemary Anne	Nursery Teacher	403	E	F
Ndege Elisha Oginga	Snr. Guest Hse Attendant II	408	4	
Agola Filda Atieno	Asst. Teacher	415	D	F

Rachier Mourine	Asst. Teacher	416	D	F
Wade Tom Odede	Snr Security Guard	423	4	
Orwaye John Otieno	Security Asst. II	424	E	
Osawa Calleb Nyambuo	Snr Security Guard	426	4	
Omina Joram Otelangori	Snr Gardener	427	3	
Maina Philemon Wainaina	Driver I	438	4	
Nyabende Anonym Mosi	Transport Asst.	440	E	
Mwandawiro Margaret Wambuga	Time Keeper	441	5	F
Odongo Chrispine Ochieng	Snr. Office Messenger	446	3	
Odera Benson Otieno	Chief Chauffer	449	7	
Epiche Josphat Omunghala	Snr. Office Messenger	450	3	
Ogotu Peter Angonga	Driver I	454	4	
Dawa Janet Amolo	Nursery Teacher	464	E	F
Owino Peter Nyangor	Head Snr.Messenger	469	4	
Oketch Morris Opondo	Asst Teacher	473	D	
Ogwen Gordon Owinyo	Asst Teacher	477	D	
Kamau Ann Nyokabi	Confidential Clerk Typist	479	E	F
Osome Clemence Wali	Asst Teacher	481	D	F
Nyawanda John Mito	Asst Teacher	486	D	
Kiseu Benard Mwazuna	Asst Teacher	490	D	
Ochieng Gabriel Okello	Asst Teacher	491	D	
Otiende Humphrey Slade	Snr. Security Guard	506	4	
Otiu Isaiah Odiwuor	Security Guard I	507	3	
Oyoola Godfrey Namaan	Clerk Ii Personnel	509	4	
Mombo Jared Mwangombe	Snr. Office Messenger	511	3	
Ojany Samuel Juma	Snr. Office Messenger	513	3	
Ayany Benard Okello	Snr. Guest Hse Att.I	514	4	
Mwashigadi Mwanbamba Stanislau	Telephone Operator	515	3	
Doughlas Simon Maina	Asst Teacher	518	D	

Oketch Joshua Ochieng	Driver I	529	4	
Nguri James Macharia	Security Guard I	532	3	
Kitonyi Musyoka	Security Guard II	533	2	
Mwamburi Patrick Mwakisha	Security Guard II	534	2	
Apiyo Richard Achieng	Chauffer	544	5	
Omena Michael Ouma	Guest Hse Att.	550	2	
Mayienda Charles Omollo	Snr. Guest House Att. II	551	3	
Othieno Filidia Amollo	Snr Teacher	553	D	
Opiyo George Ochieng	Transport Att.	554	2	
Bii Peter Kipkirui	Chauffer	576	5	
Kolum Moses Kiprop	Human Resource Manager	593	A2	
Bwana Michael Nyatta	Snr Chauffer	595	6	
Sande Noel Ayuma	Asst. Teacher	596	D	
Kogo Regina Chepkinyor	Head Teacher	597	C	F
Kangogo Evalyn Jebiwot	Personnel Asst.	602	E	F
Oluoch Paul Augustine	Asst. Teacher	603	D	
Muthui Samuel Kamau	Clerk Iii (Personnel)	607	3	
Oichoe Abel Michael	Security Officer	628	C	
Oduor Leah Achieng	Nursery Teacher Stores Clerk II	635	E	F
Poipoi Pascal Chenguoli	Stores Clerk II	560	4	
Purchase & Supplies				
Mwangi Samuel Githua	Stores Supervisor	239	D	
Abute Christopher	Asst. Manager Molasses Procurement	317	B	
Abuor Joseph Okoth	Molasses Procurement Asst.	342	D	
Muthui Paul Wanjohi	Asst. Manager (Purchase)	350	B	
Okongo Bethar Akoth	Personal Secretary	381	C	F
Nyore William Ouma	Stores Asst.	387	E	
Nyaboga Samson Obwocha	Process Operator IV(Dispatch)	399	4	

Andika Robert Zakayo	Molasses Procurement Asst.	417	4	
Semo Martha Tabitha	Clerk II	502	4	F
Lusi Washington Odhiambo	Helper	535	2	
Nyangate Peterson Kerewi	Clerk III	561	3	
Ayombe Thmas Odoyo	Helper	569	2	
Ongweko Gilbert Wabwire	Purchase Asst.	584	E	
Aderson Ochieng Victor	Clerk II (Purchasing)	609	4	
Omoro Ochieng Collins	Helper(Stores)	610	2	
Tanui Charles Shem	Asst. Manager (Materials)	640	B	
Wasike Stephen Opuro	Security Guard II	3153	2	
Mwandoe Alphonse Christopher	Security Guard II	3151	2	
Production				
Orimba Maricus Ochido	Process Operator I	85	7	
Onyango Peter Ouko	Process Operator I	88	7	
Onyango Joseph B Awiti	Process Operator I	93	7	
Olang Morris Ouko	Process Operator I	102	7	
Onguso Jared Orina	Process Operator I	115	7	
Njuguna James Joseph	Process Superintendent	134	C	
Wafula Denis Nabutola	Process Operator I	138	7	
Atik Japheth Onyango	Process Operator I	142	7	
Odemba Maxwell Yongo	Process Operator I	151	7	
Lalo Charles Obiero	Process Operator I	154	7	
Mutemi Nichodemus Ngoi	Process Operator I	156	7	
Mukoro Joseph Kisa	Process Operator I	157	7	
Kungu James Odunga	Process Operator I	159	7	
Michura Richard Oseko	Process Operator I	162	7	
Odhigo Paul Omolo	Process Operator II	164	6	
Otieno Erastus Ogenya	Process Operator I	165	7	
Odhiambo Samuel Odhoch	Process Operator I	167	7	
Kodory Luke Okumu	Process Operator I	188	7	

Mogeni Francis Omigo	Process Operator I	252	7	
Liech James Juma	Process Operator III	253	5	
Mbuji Tobias Arum	Process Operator III	254	5	
Auma Stephen Odhiambo	Production Manager	264	A2	
Agalomba Japheth Afanda	Process Operator IV	311	4	
Opiyo Elvis Owuor	Process Operator IV	339	4	
Kikuyu Ephraim Mwanzari	Process Operator II	340	6	
Okoba Julius Lian	Process Operator IV	341	4	
Obukachi Christopher Anami	Process Operator II	367	6	
Amugune Kennedy Elavatsa	Process Operator IV	368	4	
Okello Ombija Dick	Process Operator IV	393	4	
Ojwang David Josiah	Asst. Production Manager	420	B	
Onyango Walter Ondiwa	Process Operator IV	434	4	
Ayuma Sylvanus Onyango	Process Operator IV	435	4	
Owuor Joseph Auks Apiyo	Process Operator IV	447	4	
Odero Charles Owino	Process Operator IV	496	4	
Boi Henry Erick	Process Operator IV	497	4	
Opuge John Otieno	Process Operator IV	499	4	
Anduru James Okungu	Snr. Helper	510	3	
Ndagwa Paul Owich	Snr. Helper	570	3	
Opiso Samuel Osienya	Snr. Helper	571	3	
Ayombe Raphael Oduma	Snr. Helper	572	3	
Ongaro Peter Angwengge	Snr. Helper	573	3	
Miya Charles Otieno	Snr. Helper	575	3	
Obondo Samuel Ogik	Snr. Helper	578	3	
Kitonyi Nicholas Mutuku	Snr. Helper	579	3	
Omondi Fredrick Okuku	Process Superintendent	587	C	
Oyoo Dan Onyango	Snr. Helper	608	3	
Makhoha Andrew Khusimba	Snr. Helper	611	3	
Odero George Oluoch	Management Trainee(Process)	625	D	

Odhiambo Phillip Oyunga	Management Trainee(Process)	627	D	
Oyoo Elias Omollo	Process Operator (Trainee)	631	3	
Kuto K. Vitalis	Process Operator (Trainee)	632	3	
Bartocho Peter Kipkemoi	Process Operator III	633	5	
Jobor Jared Omondi	Process Operator (Trainee)	634	3	
Amollo Asha Otieno	Process Operator (Trainee)	636	3	
Ouma James Odhiambo	Process Operator (Trainee)	637	3	
Cheptumo Stephen Chebon	Process Operator (Trainee)	638	3	
Onyango Moses Ouma	Process Operator III	639	5	
Masinde Anonym Kilwake	Management Trainee (Process)	644	D	
Owino Elijah Abongo	ETP Supervisor	526	D	
Quality Control				
Nasubo Calleb Egondi	Lab Analyst I	227	7	
Otieno Vincent Nyandeché	Lab Analyst II	371	6	
Reuben Kennedy Odhiambo	Asst. Manager (Quality Control)	421	B	
Orwa Pamela Atieno	Asst. Chemist	504	D	F
Wandera Joseph Success Oniang	Lab Analyst III	517	5	
Wasonga Dennis	Lab Analyst II	520	6	
Mola William Ochieng	Lab Asst.	522	4	
Ouma Joshua Barrack	Lab Asst.	523	4	
Vitalis Kiprotich Chelimo	Chemist	600	C	
Osiemo Lina Nyaribo	Micro – Biologist	601	C	F
Marketing				
Gitiri John Wagocho	Asst. Manager Marketing)	199	B	
Oguya Calleb Odhiambo	Marketing Manager	325	A1	
Rajwai Jeremiah Ogolla	Marketing Officer	488	C	
Maiyo Lameck Kiplagat	Marketing Asst.	549	D	
Wadawi Nelly Awino	Personal Secretary	583	C	F

Andagalu Allan Migera	Marketing Officer	586	C	
Wambua Peter Muoki	Driver I	594	4	
Minaye Grace Lulu	Marketing Asst. / Secretary	629	D	F
Manyasi Nichodemus Wesonga	Office Messenger	3226	2	
Project & Technical Services				
Mumba Edmund Zicky	Project & Technical Services Manager	336	A1	
Munio Gabriel Mwaura	Project Engineer	353	C	
Kwoba Thadeus Ngala	Asst Manager (Technical Services)	588	B	
Morogo David Kipchumba	Project Engineer	599	C	
Odera Francis Otieno	Artisan III	612	4	
Odhiambo Patrick Saitoti	Snr. Helper	613	3	
Works				
Ochieng Jacinta	Personal Secretary	373	C	F
Njoroge Joseph Ngura	Works Manager	615	A1	

APPENDIX 4

WORK PLAN

ACTIVITY	MONTH	DURATION (WKS)
Preliminary Survey	April - May 15	6
Sampling	May 15 th - June	6
Data Collection and Analysis	September 16 th - October 14 th	4
Report writing	October 15 th - November 10 th	4
Submission of Report	November 15 th	1

APPENDIX 5
FINANCIAL BUDGET:

ITEM	DESCRIPTION	COST(KSHS)
1.	Materials	
	Ruled Papers @ 240.00 - 1ream	240.00
	Typing Papers @ 250.00 - 2 reams	500.00
	Folders @ 50.00 - 5 folders	250.00
	Pens @ 10.00 - 1doz	120.00
	Field note book @ 70.00 - 3 Books	210.00
	Sub Total	1,320.00
2.	Transport by public means	25,000.00
	Sub - Total	25,000.00
3.	Services	
	Computer	8,000.00
	Binding	5,000.00
	Photocopying	6,000.00
	Sub - Total	19,000.00
4.	Accommodation	15,000.00
5.	Subsistence	12,000.00
6.	Miscellaneous	20,000.00
GRAND TOTAL		87,200.00

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