

**GENDER DISPARITY, RECRUITMENT AND CAREER
DEVELOPMENT: A CASE OF NAKURU MUNICIPAL COUNCIL**

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OMBEWA, ROSE ADHIAMBO



**A research project submitted to the Graduate School in partial
fulfillment for the requirement for the Award of the degree of
Masters of Business Administration in Human Resource
Management**



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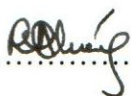
DEDICATION

To my late parents, Jaluong Martin Ombewa Achola and Mama Meresha Anyango Ombewa, not forgetting my entire family for their forbearance in the course of my entire study period. God bless you all.

DECLARATION

I, Rose Adhiambo Ombewa ,hereby declare that this project report is my original work and has not been presented before for an award of a degree in any University

Ombewa Rose Adhiambo



Date..... 4th Nov. 2004

This research project has been submitted with our approval as University Supervisors.

1. 
.....
Mr. Milton Ayieko

Date 9th NOVEMBER 2004

2. 
.....
Ms Patience Mshenga

Date 6/11/04

X 2013/97184

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ABSTRACT

In Kenya today, the employees in areas of recruitment and career development have experienced cases of gender disparity. Notably, women tend to be under-represented in middle and senior management positions. This tends to go against the dictates of EEO. The study sought to investigate the effects of gender disparity on recruitment and career development. Specifically, the objectives of the study was: - to establish the factors that contribute to unequal employment opportunities at Nakuru Municipal Council, to establish the causes of gender disparities on recruitment and career management, and to examine whether gender disparity is specific to the job grade. Stratified Random sampling technique was used to obtain a sample of 121 respondents from the junior, middle, and senior cadre who represented the seven departments at NMC. A structured questionnaire was then used as the main instrument for data collection. The study adapted a survey design whereby descriptive statistics was used to analyze the data with the help of the SPSS programme. Cross-Tabulation was used to relate the variables in the study hence establish the relationship between them. The study revealed that gender has no effect on recruitment but has an effect on career development. The study further revealed that gender disparity is not specific to the job grade. The researcher recommends that the Government through the Ministry of Local Government should point out the areas where policy measures could foster improvement and attention to EEO programmes and strategies to be used in implementing them by the Local Authorities.

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LIST OF ABBREVIATIONS

| | | |
|------|---|---|
| CBS | - | Central Bureau of Statistics |
| CEO | - | Chief Executive Officer |
| DDP | - | District Development Plan |
| EO | - | Equal Opportunities |
| EOC | - | Equal Opportunities Commission |
| EEO | - | Equal Employment Opportunities |
| HoD | - | Head of Department |
| ILO | - | International Labour Organization |
| Kshs | - | Kenya Shillings |
| LA | - | Local Authorities |
| NMC | - | Nakuru Municipal Council |
| PSC | - | Public Service Commission |
| SPSS | - | Statistical Package for Social Sciences |

CHAPTER ONE

INTRODUCTION

1.1 Background information

A major goal of every organization is to create a work environment in which every employee has a chance of performing at his or her maximum potential (Cole 2000). Today's workforce has become increasingly diverse, the workforce demographics are constantly changing and the average age of workers is increasing. More often, people have important commitment outside their work life. Equal Employment Opportunity (EEO) allows organizations to make use of the diversity in its workforce. To this end, governments have come up with the idea of Equal Employment opportunities. This implies that organizations must give potential candidates an equal opportunity to be considered for employment.

An employer needs to attract and retain the best possible applicants for jobs and should provide the opportunities for its entire staff to fully develop their potential (whatever their background or individual character) through sound management of diversity. This means that there should be no discrimination on the basis of irrelevant factors such as gender, race, or disability (Bohlander, Snell, and Sharman, 2001).

EEO is concerned with raising awareness about people's prejudices particularly those people who hold power within an organization (Cuming, 1993), eliminating unlawful discrimination practices and promoting measures which combat the efforts of previous

discrimination, and, it is also concerned with providing equal chance, equal access and equal share within the organization (Foot & Cook, 2002).

There are many areas in which people are disadvantaged. The basis for discrimination may be for example, because of gender, disability, age, religion and race.

EEO implies that all workers are entitled to fair treatment and equal access to all benefits of the workplace, and these include: Assessment and selection merit for employment, permanency, promotion, fair employment practices, equal access to all relevant benefits and conditions. A harassment free workplace, respect for ones social and cultural background and as a worker one is expected to, respect the social and cultural diversity of other workers, recognize and value the skills and talents of all other workers, avoiding harassing, intimidating or unlawful discrimination against other workers. (Cascio, (1986).

In Kenya, despite the government's stride to elevate women in their positions, women are still largely faced with negative stereotypical attitudes towards their entry into certain professions, which have traditionally been held by men. These pre-conceived notions about the suitability of men and women for particular occupations restrict or excludes most women from entering high stature, and more lucrative fields of employment such as senior management positions (Suda, 1991).

The Kenya Women Caucus have in the recent days pointed out that women still continue to suffer in material conditions under which they work. Such aspects include equal chances in recruitment, promotion and generally career progression (GoK, 2001).

The hue and cry over inequalities in employment takes various forms apart from pay promotion and career progression. These include employee intake and development

activities, unequal employment opportunities discrimination, unequal treatment, continuation of past effect discrimination, retaliation against people who oppose discrimination, harassment on the job (both verbal and non-verbal), age, disability and religion (Cole, 2000). The study sought to address itself to the assessment of the effects of gender disparities on recruitment and career development at the Nakuru Municipality. This study focused on gender discrimination in all departments of the Nakuru Municipal Council and suggests what can be done to create some parity.

1.2 Historical background of Nakuru Municipal Council (NMC)

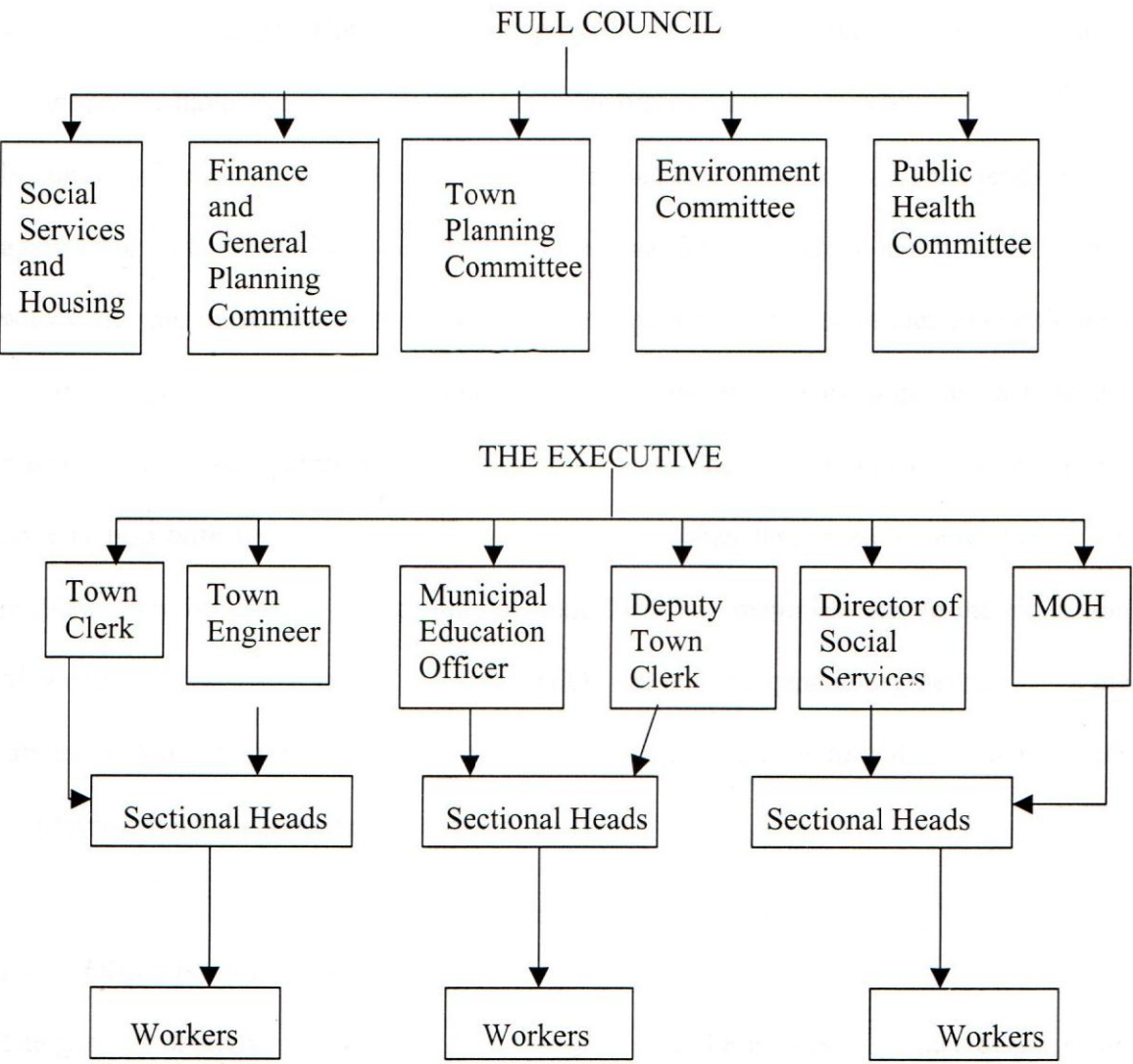
The Nakuru Municipal Council attained her Municipal status on December 1, 1952 .The council has (20) Councilors of which (14) are elected and (6) are nominated (GoK, 2003b). Nakuru Municipal Council operates on a departmental system with a special function by each department. There are seven departments as follows: - Education and Administration are combined into one department, Finance, Public Health, Environment, Housing, Social services and Town Engineers.

The council provides various services such as health, primary education, road construction and maintenance, water supply, sewerage, housing, drainage, street lighting, traffic lights, solid waste management, social services, parking and open space, markets, fire and ambulance and town planning. It is important to note that since its inception only one female occupied the position of mayorship.

The executive arm of the Council is divided into the seven departments mentioned above based on the nature of the services provided. Each department has specific powers,

duties and responsibilities. The town clerk is the overall coordinator of all these various activities. The Council employs a work force of 1,442 categorized as follows: -

Figure 1: Organizational chart of Nakuru Municipal Council



It is almost fifty years since the Universal Declaration of Human Rights was adapted and equal right of men and women were affirmed internationally. Although women have made tremendous progress during this period, there is still some distance to be covered

before they enjoy equality in recruitment and career progression. (Harkness,1997).Today the situation remains the same.

1.3 Statement of the Problem

In Nakuru Municipal Council, the employees in areas of recruitment and career development have experienced cases of gender discrimination. Notably, women tend to be under-represented in middle and senior management positions. This tends to go against the dictates of EEO. Indeed, gender inequalities still persist and it is the women who suffer the most. Workplace discrimination against women continues to constitute a significant portion of the major problems women undergo. This suggests that gender discrimination even permeates career development. The gender gap is graying into a poverty trap with women facing a much higher risk than their male counter parts. The problem therefore, is due to sextyping of jobs. There are major barriers to the expansion of women's Employment Opportunities (EO) leading to gender segmentation of the labour market into primary sector employment dominated by men and secondary sector employment in which women are concentrated.

1.4 Objectives of the study

The general objective of the study was to investigate the effects of gender disparity on recruitment and career development at Nakuru Municipal Council.

Specific objectives of the study were:

- i. to determine the forms of discrimination at Nakuru Municipal Council.

- ii. to establish the factors that contributes to unequal employment opportunities at Nakuru Municipal Council.
- iii. to establish the causes of gender disparities on recruitment and career progression at Nakuru Municipal Council.
- iv. to establish whether gender disparity is specific to certain job grades at Nakuru Municipal Council or not.

1.5 Hypotheses of the study

To achieve the objectives of the study, the following hypotheses were tested.

- i. Gender difference has no significant effect on recruitment and career development.
- ii. Gender disparity is not significantly specific to job grades.

1.6 Significance of the study

Specifically, this study intended to promote a free working environment at NMC and a non-discriminatory environment to the employees of all Local Authorities (LA's). Full time researchers would be motivated to carry out further research in other areas of interest on implications of EEO in the workplace. The study would sensitize and assist the ministry of labour to formulate gender sensitive policies regarding allegations of discrimination and to ensure positive action is taken on the offenders of EEO policies.

The study would point out the areas where policy measures and other forms of official intervention could foster improvement and attention to EEO programs and strategies to be used at the work place

1.7 Scope of the study

This research was carried out at the Municipal Council Offices in Nakuru Municipality. The study aimed at finding out the state of gender disparities in recruitment and career development and sought to establish whether the different gender could have the opportunity to progress in their career ladder in terms of hiring, selection, promotion, pay, training and development. The study targeted 144 member of staff from the junior, middle and senior cadre of employees of the Nakuru Municipal Council. The findings would be generalized to employees of all Municipal Councils in Kenya.

1.8 Limitations of the study

- i) The study aimed at investigating the effects of gender disparities on recruitment and career development within the Local Authorities. The study revealed that; access to information when dealing with some cadres of staff was difficult especially, when the study was done just when they had just reported back from a strike that had paralyzed the council for three weeks. The junior cadre was suspicious of the aim of the study and appeared indifferent in giving in-depth and detailed information that was required.

- ii) Most of the data collected was attitudinal. This may not have given the true picture of the Nakuru Municipal Council work situation. However, every effort was made to cover crucial aspects associated with the research problem.
- iii) Due to inadequate funds, the research was limited to three cadres within the municipal council. Lack of funds also made it difficult especially in the publication of the findings.
- iv) The small number of senior and middle cadre in this study may have affected reliability and validity of the research. However, the validity was not affected considering the hypotheses results.
- v) Despite its limitations, this study was important because it provided a detailed account on EEO.

1.9 Definition of terms

This study was limited to the following operational definitions concerning EEO and affirmative action.

Accessibility: the freedom of a physically or mentally impaired individual to enter an organization.

Affirmative action: Specific action taken by an employer to eliminate the effects of past discrimination with regard to recruiting, hiring, promoting and training employees.

Discrimination: An act or acts, which are adverse to the Employment or educational opportunities because of age, disability, religion and gender.

Disparate treatment: discrimination by which an employer (supervisor) treats certain people differently because they are women or members of a minority group.

Equal Opportunities: The right of all persons to participate in and benefit from programs and activities shall be free from social, personal or institutional barriers that prevent people from rising to the highest level possible.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviews the relevant literature on the implications of EEO on recruitment and career development in the public sector. This area has remained a relatively unexplored area by researchers in Kenya and yet most employers in the private sector moved a head and made EEO a key organizational principal of their Act. (ILO, 2002 a). The present research is meant to fill this gap by exploring the factors that contribute to EEO in the work place. The chapter looks at theoretical literature concerning the influence of discrimination in recruitment and career management in general and empirical literature on previous studies concerning EEO in Kenya.

2.1.1 Equal Employment opportunity

EEO means that organizations must give potential candidates an equal opportunity to be considered for the jobs. This implies that potential candidates must be apprised that jobs are available (the recruiting process), candidates must be evaluated in terms of characteristic, that they do make a difference between success and failure on the job (the selection, promotion processes), employees must be treated equally while on the job e.g. Equal pay, equal benefit and freedom from harassment of sorts. (Cascio, 1986)

Harassment, whether by a supervisor or core-worker, creates a barrier to equality for women by demeaning its victims, interfering with their ability to work effectively and in

some instances, even forcing them to resign (Canadian Human Rights Commission, 1997).

2.2 Previous studies in the Area

Studies done in this area consistently show that women continue to face harassment in the work place. According to studies done in Canada, the Equal Opportunities Commission (EOC) constantly receive complaints on harassment based on sex, many of these complaints involved harassment of women in non-traditional occupations or male dominated work places. (Harkness, 2002).

2.2.1 Discrimination in the labour market

Labour market discriminations arise when employer make decisions about employees for reasons that are not related to genuine work requirements. Discrimination appears most obviously when an employer focuses on irrelevant personal characteristics instead of work performance or merit (Bagihole et al, 1994). A study carried out in South Africa, “green papers” states that “discrimination emerges both in decision –making on career event for individuals and in the organization of work and training. The same study further states that, discrimination becomes possible when employers make decisions about employee’s career. Key points for decision about employee are found in hiring, setting pay and benefits, promotion, grading, selection for training and career progression (Nylam, 1997).

Career discrimination against women has also been reported. Domenico, (2001) shows that women occupy very low representation in managerial and senior position in the

private and public sector in South Africa as compared with the situation in other countries.

2.2.2 Recruitment

According to Ivancevich (1986) recruitment is the process of advertising and attracting the most qualified applicant to apply for the vacant position. There are no specific statutory rules on how to recruit a worker, yet, it is the policy of the governments to meet its work force needs through systematic recruitment selection and career support programs that identify, attract and select from the most qualified applicants for employment and encourage diverse representation at all occupational levels of the work. Yet, recruitment is a common source of discrimination, both direct and indirect (Writh, 1998).

Earlier research studies indicate that some of the possible sources of discrimination include:-Informal recruitment or “word of mouth” which is a recognized source of discrimination, speculative or unsolicited applications, which tend to be based on contracts with the existing workforce and can, therefore perpetuate existing imbalance between advantaged groups, internal appointments are a further potential source of self-sustaining discrimination.

2.2.3 Recruitment discrimination against Women

Creamer et al (2002), states that recruitment and selection process is a complex system of interdependence process that begins with determining the need and establishing the purpose of the position. This process should include a careful position analysis; a step

often assumed but not taken that leads to hiring someone, but may be not the right person (Raetz, 2001).

Studies carried out by Creamer and Winston (2002), reported that 82% of their survey respondents reported that they used search committees to fill all entry level positions and 93% to fill mid-level position.

In another study carried out in 1997 among newly hired professors, the recruitment targets were introduced for women; to force Universities and colleges to invest internationally in women at all levels in order to develop a base for recruitment for the highest positions. The bold target was to have the percentage of women in professorship overall reach 25 per cent in 2008. Compared to about 14 per cent today. But this did not succeed (Fazlhashemi, 1997).

2.2.4 Discrimination and harassment

Numerous studies have been carried out on EEO in various parts of the world. International Labour Organization defines sexual harassment in EEO as unwelcome behavior of a sexual nature or other unwelcome behaviour based on gender that violates the integrity of a worker in his place of work. This can be reflected in people's comments, allusions, touching and suggestions or demands for sexual services.

Studies done on postgraduate studies show that there are instances where PhD students feel their superiors or someone else in the department has sexually harassed them. When such a case arises, its often women who are in a position of dependence on a superior

who are most affected and they naturally feel extremely vulnerable and violated (Fazalhashemi et al, 1997).

2.2.5 Equal Pay Discrimination

EOC has updated their code of practice on equal pay and have published a helpful research study on low pay produced by Susan Harkness at the University of Bristol. The research study examines the impact that working a typical hours has on the hourly earnings of women and men, in particular, whether doing so makes them more likely to be low paid. (Harkness et al, 2002).

The findings suggest that there are important differences in the way that men and women are compensated for working in the evening or at night. The result shows that while men usually receive a wage premium for working at these times women generally do not. (Harkness et al, 2002).

2.2.6 Age Discrimination

In yet another study on age discrimination, new research published by Mori reveals that ageism is the most common form of discrimination at the workplace. The research shows that one in five people have experienced some form of work place discrimination and of those discriminated against by far the biggest cause is age, which was cited by 38% of the people interviewed. The study also found out that, age discrimination during the recruitment process is far more common amongst men, with more than two in five (45%) of the male victims of age discrimination citing it in contrast to just over a quarter (27%) of the women.

Looking at those people who say they have been discriminated against because of their age, almost two in five (38%) say that this happened during the initial recruitment process. Others say it was during the promotion process (25%) during the selection stages (25%) and during training and development (16%) (Bagihole et al, 1994).

2.2.7 Work Place Discrimination

Another survey carried out by ILO among women in the workplace shows under-representation of women in senior ranks. Women held almost 17 per cent of the top executive positions; their representation is still considerably below availability, currently at 25 per cent. The term “glass ceiling” was created in the 1970’s to describe the invisible barriers by attitudinal and organizational prejudices that keep women from senior management and top level professional positions (Canadian Human Rights Commission, 1997).

Complementary to this study, was one done by International Labour Organizations (ILO) “Breaking through the glass ceiling” women are still barred from the top levels of organizations, whether in the private or public sector. The report concluded that objective and unbiased recruitment and promotion procedures are vital in attracting and retaining skilled professional and managerial women. Networking, career tracking, mentoring and succession planning that pay particular attention to women were identified as important as was need to recruitment on the other hand as a process to eliminate “glass walls” by giving women the opportunity to acquire experience in areas such as finance and other managerial positions.

Another report sponsored by catalyst, a U.S. research organization, and the conference board of Canada compiled results of a survey of more than 400 women who occupied positions at the vice president level or higher and 159 males Chief Executive Officers (CEO) the women surveyed indicated that stereotyping and perceptions regarding their roles and abilities were the biggest barriers to advancement. In order to succeed, they also felt the need to develop style with which male managers were comfortable. In light of the perceptions held by these very senior women it is perhaps not surprising that almost two thirds of those surveyed indicated that they had considered leaving their current organizations (Canadian Human Rights Commission, 1997).

No organization can afford to lose the talent of its female staff because of outdated attitudes, the imposition of higher standards for women or a failure to give women the opportunity to acquire relevant experience in key areas of the organization. However, there is need for employers to take a hard look at inquiring stereotypes and misconceptions and to ensure that high potential women benefit equally with men from career-enhancing opportunities.

2.3 Review of Major Issues

2.3.1 Career Discrimination Against Women

Research studies in Italy do not take into consideration gender aspects. But the growing presence of women in the labour market, the increase in women's participation in education and the success of women's move within employers and work organization have served to highlight the situation of women at work in Italy (Domenico, 2001).

According to figures from the National statistic institutes in Italy the employment rate for women stood at 37% with 7,764,000 women in employment compared with 13,316,000 men employed. A large majority of 'typical workers' that is those employed on part time or fixed contracts, or in temporary agency work, home working, or freelance coordinated by the employer, are women (Domenico, 2001) of all women in employment 26.3% are in a typical employment, compared with 13.9% of all men.

The massive increase in the number of women on the labour market there, has not automatically led to women having access to position of responsibility within organization. According to recent studies, real discrimination against women exists in term of their career development and their confinement to typically feminine jobs. (Domenico, 2001).

The findings confirm that top management of both private and public companies is predominantly composed of men, who also fill most of the higher academic and scientific positions in Italian public research centers.

In 1997, women made up 2% of managers in Italian private manufacturing insurance and banking Industries. The figure rose to 10% if the public administration is included. The Italian situation in terms of women in management is one of the worst in Europe. In Northern European countries, 30% of management positions are held by women and in other countries such as France and Germany more women fill important position unlike African countries (Domenico, 2001).

Many interviewees reported a long hours culture that did not fit with the interest or family commitment, of many women, position of women in the profession was largely attributed to the impact of maternity breaks, part time work and lack of family friend employment practices, a number of barriers are perceived to continue to exist to the achievement of equality of women in the profession including exclusionary practices, gender stereotyping, lack of flexible working and family friendly employment policies and a failure of professional organization to actively promote equal opportunities.

In yet another research study by (ILO, 2002 b), women are better educated and hold more jobs world wide than ever before, representing more than 40 per cent of the world's labour force, yet most women continue to suffer form occupational segregation in the workplace and rarely break through the so called 'glass ceiling' the invisible barrier preventing women's access to the top level management and professional positions in enterprises and organization.

Their overall share of management jobs rarely exceed 20 percent according to national survey, dropping from 3 to 2 percent in the largest and most powerful enterprises and organization. Research finding show, however, just how difficult it is to break through the 'glass ceiling'. The higher the position, the more glaring the gender gap. The study demonstrate that even though women are more often better educated and qualified than men in the same job, they still have to work harder, perform better than their male counterparts in order to move ahead.

The same study reveals that very real and practical constraints for women to achieving high-level positions is the responsibility they bear for raising children and performing

household tasks. An important feature of professional and especially managerial work is the long hours often required to gain recognition and eventual promotion. Career progression policies and structures are often designed to emphasize the period between 30 and 40 years of age as the most important for career development. But these are precisely the most intensive years for child rearing. Thus women who want both a family and a career have to juggle heavy responsibilities in both domains. A more subtle constraint is that even women without family responsibility are still seen as potential mothers with the result that investment in their training and career opportunities is often given less attention than those of their male counterparts, thus reducing their chances of obtaining top job further down the road (ILO, 2002a).

Further, the research reveals that the main obstacle to women's advancement in the workplace is that of sex stereotyping regarding women's ability and willingness to accept positions of responsibility, especially if long hours, travel and relocation are involved. The consequences for many women include being placed in less strategic areas of activity, not being given varied and challenging assignment and not being exposed to the range of operations and activities which are crucial factors for climbing the ladder to top management jobs. Since, as a result, Chief Executive Officer (CEO) see that few women have appropriate business experiences and have not been long enough in a variety of management positions to be selected for top executive jobs, this situation is a vicious circle.

According to Writh (1998), education has also contributed to lack of the choices made by men and women in terms of study courses and the upward mobility in their career. She states that factors contributing to the slow pace of change point to the maintenance of

traditional views on men and women's social and economic roles, even though in practice, there have been far reaching changes in women's' participation in the labour market. Such views stem largely from women's primary responsibility for family care and welfare. They affect type of jobs they seek. At some times, educational system, the mass media and recruitment and promotion procedures have often institutionalized certain gender biases and unwittingly continue to perpetuate discriminatory practices with regard to women.

In Africa the situation calls for serious attention. A survey, carried by ILO in Africa showed that the real barrier to women's career includes: -access to managerial positions, which is found to be the result of a series or intersecting conditions. Such as a constant presence at the work place is necessary, managerial or top academic or research position require high investment in terms of time and therefore unlimited working hours, career advancement is found to go hand in hand with being part of a 'lobby' or pressure group, which allows the individual to progress and without which the climb up the career ladder is not possible. (ILO, 2002c).

Other studies by the Republic of South Africa, (1996), found out that women are faced with social and family situation whereby they often look after both the house and the family. In this situation not very many women manage to compete with their male colleagues in terms of full commitment to their job. It is telling that the wide spread entrance of women in the labour force market has coincided with a sharp decline in the birth rate. The importance of the lobby is also an obstacle to women's careers. The research suggests that by considering 'team spirit' as secondary to the successfulness of

their work, they seem to have a mental attitude that “if” then (Government of S.Africa, 1996).

The government of Kenya has often expressed commitment to improving the status of women since they constitute more than 52% of the population. Access to employment in the modern sector has been acknowledged universally being connected to women’s socio economic position and to the state of the nation in both short and long term (GoK,2003 a).

Equal Employment opportunities available to women; along with men of modern wage employment on good terms commensurate with their abilities is the only way that the national pool of talent can be properly used. Equality of rights must be implemented over the entire life course to enable girls and boys, women and men to progress from one stage of life to another and to ensure that discrimination encountered at one stage is not perpetuated on that gains made at one stage are not lost at later stages (ILO, 2003).

Many of the national benefits of education for women are realized only when women are able to earn income in there own right from formal sector employment. Ensuring that women have equitable access to employment in the public sector should be a fundamental and integral part of national policy on women employment (GoK, 2003a).

In the past the private sector had been much less welcoming to women workers than the public sector (Wariara, 1989). This raises a lot of concern especially today with all the steps and measures being taken to reduce the size of the public sector. Moreover, there is a very wide differential in pay earnings by gender in both the public and private sectors.

This is because women are confined to less remunerative type of activities, lower paid occupations or lower grade jobs in the employment hierarchy within firms and organizations (GoK, 2000). This situation persists despite the efforts that have been put in place to improve status of women and despite constituted guarantee of equal legal status to both men and women. Coupled with this, Kenya ratified the Convention on Elimination of all forms of Discrimination against Women (CEDAW) in 1984. Although the convention has not been domesticated for implementation, one of the critical areas to be addressed is the labour force participation and equal employment opportunity for all (Seb, 1988).

According to the 1998 Draft Policy on Gender Equity for Sustainable Development in Kenya, the strategic goal is to promote women's economic right and independence including access to employment, appropriate working conditions and control over economic resources. It is appreciated that achievement of the above entails a multi-sectarian approach and is along term process. But according to the GoK (2003a), efforts have been made to reduce gender inequality by stepping up the mainstreaming of gender issues and concerned in all sectorial plans, and is currently in the process of preparing a National policy document on gender and development spearheaded by the women's bureau. The need therefore for gender, disaggregated data cannot be gain said so these would highlight the gender disparities in various demographic solid and economic spheres. The result of the 1999 population and housing census show that gender disparities exist for most of the indicators analyzed but the extent or magnitude of the disparities vary from one region to another (GoK, 2003a).

One reason for these disparities is that a relatively small number of women hold top level jobs, even in such fields as social work, library work and teaching in which they greatly outnumber their male counterparts. Women compared to men in minority groups remain the lowest paid reflecting an element of discrimination (GoK, 2003a).

According to the GoK, (2001), there were 98 per cent of secretary – typists, 96 per cent of private households workers, 94 per cent of registered nurses and 69 per cent of retail sales clerks. Also statistics show that employees in clothing and textile industries, telephone communication, health services and local education were predominantly women of these employed women; 33 per cent were clerical workers and 23 per cent were in the low paid services category. Only 17 per cent were professionals, 10 per cent were managers of some sorts and none were CEO's in blue chip companies.

(GoK,2003a), state that female participation remained low in the modern sector by industry and gender for the year 2001 – 2002. Education sector remained the major final employer in 2002 engaging 136.3 thousand females with a share of 27.1 per cent of the total female employment followed by agriculture and forestry, which employed 77.9 thousand females absorbing 15.5 per cent of the total female employment. It is only in the community social and personal services where there was a significant increase in female employment. Industries such as mining and quarrying electricity and water, and building and construction are dominant by males. Here the proportion of female employees remained low of the total wage employment, 1381.1 thousand were on regular terms of employment of which 29.1 per cent were females.

According to Suda, (1991), one of the key factors in the reduction of gender inequalities in employment is greater access to education and vocational training for women. The underlying assumption is that overall disadvantaged status in the labour market is largely a function of their low education. The 8-4-4 system of education represents the government's effort to break the vicious cycle where boys and girls can now pursue same types of education preparing them for the same careers. It is important that women have a wide range of educational and training opportunities that would enable them to enter non-traditional occupations long side the men. The women's bureau has been involved in organizing leadership-training programmes for women throughout Kenya. This will lead to an increase in the number of women in leadership positions in the workshop but also increase general awareness of their rights, enhance their skills and leadership capabilities. Such efforts should be accompanied by policies of Affirmative Action and based on law against sex discrimination in education and employment. Expansion of training and education opportunities for women should involve a national campaign to educate parent to treat their sons and daughters equally and a review of courses offered in schools and colleges.

2.4 Summary and Conclusion

Despite concerted efforts to the expansion of female education and labour force participation, there are still many areas of major concern. The gap still needs to be filled. Gender segregation in the labour market, sex typing of jobs, imbalances between wages of men and women, the education gap between the sexes, higher in employment rates of women all indicating that women occupy a disadvantageous position in the labour market

strong social negative attitudes towards women's entry into certain occupations resulting in opportunity gap between the sexes.

Expanding Educational and occupational choices for women to reduce these inequalities would necessarily involve policy measures in the realm of legislation, employment creation and cultural attitudes. This would enhance and diversify female participation in the labour force and keep a clear focus on women who are at the bottom of the labour market hierarchy (Suda, 1991).

2.5 Conceptual framework

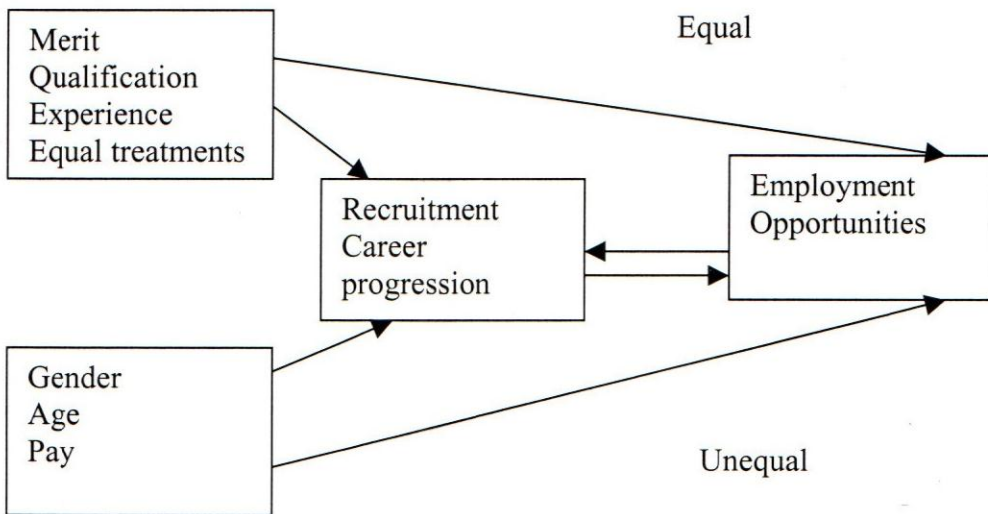


Figure 2: Equal Employment Opportunity Model

Source: Own, EEO Model 2003.

This study was guided by the above conceptual framework, which is based on the pre-conceived notions about the suitability of men and women for particular occupations, and

this restricts, or excludes them from entering high structure, and more lucrative fields of employment such as senior managerial positions.

A variety of different models have been proposed to understand discrimination in the workplace, organizational literature has emphasized social cognitive process (stereotyping), effective processes (mood of decision maker) individual differences (the prejudice personality) and narrative influence (perceived expectation to discrimination).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter gives a brief description of the research design that was adapted in this study, the target area and population of the study as well as the sampling techniques that was employed. The instruments that were used for data collection were briefly explained as well as how the data was to collected and analyzed.

3.1 Location of the study

Nakuru Municipal Council is situated in Nakuru town approximately 200 kms from the city of Nairobi on Nairobi/Kericho Highway. The town is the provincial headquarters of Rift Valley Province. Nakuru Municipality has an estimated population of 255,715 residences. (GoK, 2002).

3.2 Research Design

The survey design was used in this study. The researcher conducted a survey at Nakuru Municipal Council. Surveys are an efficient way of obtaining information about peoples' thoughts, opinions and feelings (Zechmeister and Schaughnessy, 1992). According to Kathuri and Pals (1993), the purpose of survey is to explore and describe, the nature of a situation, as it exists at the time of the study and in some cases to establish causal relationships.

3.3 Target population

This study had a target population of 1,442 employees of the Nakuru Municipal Council. The subjects of study were employees drawn from all the seven departments in the council, that is: Finance and Administration, Public Health and Environment, Education, Social services, Housing and Town Planning department. All form a homogenous population.

3.4 Sampling design and procedure

To make the sample representative caution was taken so that units are not picked from concentrated areas. Stratified random sampling was used to obtain a sample from the population. The total population of approximately 1,442 employees was stratified according to the various departments they work in. This gave the strata based on the cadre of the workers as follows: Junior level (grade 16-20), Middle level (grade 10-15) and senior level (grade 9-1)

From a population of 1,442 a sample size of 144 respondents was selected by proportionate random sampling procedure. This conformed to the widely held rule of the thumbs that to be representative a sample should have 30 or more test units (Wayne and Terrell, 1995). Cooper and Emory, 1995 also observed that in a population of 10 million, a sample of 2 million would be misleading while a sample of 1,000 drawn in a proper manner from the same population can be more accurate.

3.5 Data collection methods and procedure

Both primary and secondary data were used. Primary data was obtained by the use of questionnaires consisting of both closed ended and open-ended questions. Secondary data used in the study comprised of information on recruitment records and career progression of the different employees found in Nakuru Municipal Council.

The researcher administered all the questionnaires. This ensured coverage of all relevant information not explicitly covered in the questionnaire as well as explaining to the worker any part of the questionnaire that was not clear to them.

3.6 Data analysis methods

The data was analyzed using descriptive statistical tools (mean, medium and standard deviation), which are used to describe a group of subjects. Tables, charts and percentages were used to represent the response rates and information on the other variables that the study considered. This allowed easy comparison of the different genders in the Nakuru Municipal Council. These tools were also selected because of their clarity, preciseness, ease of understanding and interpretation (Kathuri et al, 1993).

T-test, a parametric statistical test is designed to determine if mean scores of two groups are significantly different was used. To test the hypotheses, an independent sample T- test produced a T- value was then checked in a table to determine whether the T- value is significant. Statistical Package for Social Sciences (SPSS) was used to analyze data and make conclusion and recommendation from the study.

CHAPTER FOUR

RESULT AND DISCUSSIONS

4.1 Introduction

The study was prompted by complaints from some staff members that there was gender disparity in the Nakuru Municipal council in terms of recruitment and career development. The study initially assumed that this disparity was mainly found in areas such as job grades, gender, age, gross salary, recruitment process, promotion, training and development, culture, experience on the job and unkind treatment at work.

Seven departments were targeted for the study and the sample included junior, middle and senior cadre of employees. One hundred and twenty one respondents were interviewed out of which 112 were from the junior cadre (grades 16-20), 10 from middle cadre (grade 10-15), and 2 from the senior cadre (1-9). Of the respondents, 56 percent were males and 44 percent were females.

The chapter is divided into three main sections. Section 4.2 gives a description of the major characteristics of the employees at the Nakuru Municipal Council, including age, experience, education and professional training, job grade, and salaries, recruitment procedures, and career progression. Section 4.3 highlights the results of the hypothesis testing, followed by Section 4.4 where the discussion of the results is presented.

4.2 Characteristics of the Respondents

4.2.1 Gender Composition at Nakuru Municipal Council

Table 1 below shows the 2003 staff establishment at Nakuru Municipal Council by gender. The council has a workforce of 1,442 of which 898 are males and 544 are females.

Table 1 The Staff Establishment at Nakuru Municipal Council by gender in 2003.

| NO. | DEPARTMENT | MALE | FEMALE | TOTAL |
|-----|-----------------------------|------------|------------|--------------|
| 1 | Education | 64 | 132 | 196 |
| 2 | Administration & Finance | 291 | 92 | 383 |
| 3 | Public Health & Environment | 200 | 193 | 393 |
| 4 | Housing | 189 | 25 | 114 |
| 5 | Social Services | 26 | 54 | 80 |
| 6 | Town Engineering | 228 | 48 | 276 |
| | Total | 898 | 544 | 1,442 |

Source: GoK, 2003 b

The information in Table 1 gives an early indication of gender disparity at the council with males accounting for 62 percent while females account for 38 percent. It is also noticeable that apart from Education and Social Services departments where there is a greater concentration of women as compared to men, all the other departments are male-dominated with Administration and Finance and Town Engineering showing the greatest

under-representation of women. Public Health department shows an almost equal representation between men and women. The over-concentration of women in Education and Social Sciences departments, and their under-representation in Town Engineering department tend to suggest some stereotypes in job types by the various genders. Men tend to be concentrated in those jobs which require the use of muscles while women tend to be found more in those jobs that require less use of the muscle

This lopsided distribution was also exhibited in the sample as shown in Table 2. Out of the 121 respondents that were interviewed, 57 percent were male while 43 were female.

Table 2 Distributions of Respondents by Gender

| Department | Male | | Female | | Total | |
|--------------------------|------|------|--------|------|-------|-------|
| | N | % | N | % | N | % |
| Town Clerk | 7 | 5.8 | 2 | 1.6 | 9 | 7.4 |
| Social Services | 12 | 9.9 | 11 | 9.1 | 23 | 19.0 |
| Town Engineer | 15 | 12.4 | 7 | 5.8 | 22 | 18.2 |
| Education | 6 | 4.95 | 9 | 7.4 | 15 | 12.4 |
| Public Health | 10 | 8.25 | 10 | 8.25 | 20 | 16.5 |
| Finance & Administration | 18 | 14.9 | 14 | 11.5 | 32 | 26.4 |
| Total | 77 | 63.6 | 44 | 34.4 | 121 | 100.0 |

Source: Field Data

4.2.2 Age of Respondent by gender

Table 3 shows Age distribution of the respondents by gender. The study showed that most of the employees fall in the most prime age of 36 and 45 years representing 37%. Most respondents are married while unmarried contributed only 20%.

Table 3 Age Distributions by Gender

| Age Category | Male % | Female % | Total |
|--------------------|--------|----------|-------|
| Less than 25 years | 16.6 | 83.4 | 5.0 |
| 26-35 years | 57.2 | 42.8 | 39.7 |
| 36-45years | 51.2 | 48.8 | 37.2 |
| Over 45 years | 69.1 | 30.9 | 23.1 |
| Total | 56.2 | 43.8 | 100 |

Source: Field Data

The study showed that most of the workers (37%) are aged between 36 and 45years. This is followed by 35% who are aged between 26 and 35 years. This implies that over 70% of the employees are in their prime working age. In terms of age distribution by gender, it is interesting to note that a higher percentage of females than males fall within the less than 25 years category, suggesting they are young and most likely to be single. This age category is just entering into active employment after finishing school and has not embarked on serious career paths. All the other age categories have a higher percentage of males than females. The age categories could be an indication of the level of employee experience in their jobs.

4.2.3 Work Experience of the Respondents

Table 4 gives a summary of work experience of the respondents. The study revealed that most of the respondents (39.6%) had work experience ranging from 3 to 10 years. A further 36% of the respondents had over 16 years of experience in the service. Only 4% had worked for less than 3 years. The same information is summarized in a Table as follows. These results suggest that there is relative level of stability in job security, and there seems to be a lower level of staff turnover.

Table 4 Distribution of Gender by Work Experience

| Experience (Years) | Male % | Female % | Total |
|--------------------|--------|----------|-------|
| Less than 3 years | 20 | 80 | 4.1 |
| 3-10 years | 62.5 | 37.5 | 39.6 |
| 11-15 years | 45.8 | 54.2 | 19.8 |
| Over 16 years | 59 | 41 | 36.3 |
| Total | 56.7 | 43.3 | 100 |

Source: Field data

4.2.4 Education and Professional Training

Table 5 Educational Level of the Respondents by gender

| Level of education | Number | Male % | Female % | Total |
|--------------------|--------|--------|----------|-------|
| Primary | 13 | 46.2 | 53.8 | 10.7 |
| Secondary | 80 | 56.3 | 43.7 | 66.1 |
| University | 13 | 69.3 | 30.7 | 10.7 |
| Tertiary | 15 | 53.3 | 46.7 | 12.4 |
| Total | 121 | 56.2 | 43.8 | 100 |

Source: Field data

Majority of the respondents (66%) have gone up to secondary school education, while (12%) hold tertiary levels of training other than a Degree, mainly college diplomas and certificates. About 11 percent have university level education while a further 11 percent have only gone up to primary level. In term of gender, it is clear from the table that more females (53.8%) than males (46.1%) had only primary-level education as opposed to the other education categories where it appears more males than females had attained various levels of education. For example, 56 percent of the male respondents have secondary education while the females represented 44 percent. In general therefore, males have better education record compared to the females.

4.2.5 Job grade and Gross Salary Levels by Gender

The study interviewed a total of 121 respondents, 68 males and 46 females, a summary of which is given in Table 6. Fifteen point seven percent of the respondents were in the senior grades (1-9), 48.7 percent were in the middle job grades (10-15) while 35.5

percent were in the lower job grades (16-20). Thus most of the respondents were in the middle job grades.

In terms of gender distribution by job grade, 14.7% of the males were in the senior job grades (scale 1-9), 50% were in the middle grades (scale 10-15), and 35.3 % of these were found in the junior category (scale 16-20). In comparison, 17% of the females were in the senior job grade, 47% in the middle job grades and 36% in the lower grades. These figures suggest that there is a near-equal distribution of gender in the various job grades

Table 6 Job grade of the Respondents by Gender

| Job Grade | Male | | Female | | Total | |
|-----------|--------|------|--------|------|--------|------|
| | Number | % | Number | % | Number | % |
| 1-9 | 10 | 14.7 | 9 | 17 | 19 | 15.7 |
| 10-15 | 34 | 50 | 25 | 47 | 59 | 48.7 |
| 16-20 | 24 | 35.3 | 19 | 36 | 43 | 35.5 |
| Total | 68 | 56.7 | 53 | 43.8 | 121 | 100 |

Source: Field data

The study further sought to establish the salary levels of the various employees interviewed. The results are shown in Table 7. The table reveals that a majority (34.7%) of the respondents earned a gross salary in the range of KShs.10, 001 to KShs.15, 000, while a further 32.2% were in the KShs.5, 000 to KShs.10, 000. Only about 7% of the respondents earn a salary greater than KShs.20, 000. A critical analysis of the salary range by gender gives some highlight as to how the various genders are distributed. It is worth noting that in all the salary ranges except the lowest there tend to be more male

representation than female representation. For instance, 64% of the males earned between Kshs (5,000-10,000), while their female counterparts in the same category were (35%). Forty seven percent (47%) of the males earned between Kshs (0-5,000) while the females in the same category were 52%. Both male and females earned (50%) gross salary in the category of over Kshs (20,000). The study further established that the males in the same grades as the female sometimes earned more salary than their female counterparts because of the different increments in salaries. A majority of the females felt that they earned less than the males in the same job grades, but doing the same duties. They attributed this to their level of education and the attitude of the supervisors who are incidentally predominantly males.

Table 7 Gross Salaries of Respondents by Gender

| Gross Salary (KShs.) | Male | | Female | | Total | |
|----------------------|--------|------|--------|------|--------|------|
| | Number | % | Number | % | Number | % |
| 0-5,000 | 8 | 47 | 9 | 53 | 17 | 14 |
| 5,001-10,000 | 25 | 64 | 14 | 36 | 39 | 32.2 |
| 10,001-15,000 | 22 | 52 | 20 | 48 | 42 | 34.7 |
| 15,001-20,000 | 9 | 60 | 6 | 40 | 15 | 12.3 |
| Over 20,000 | 4 | 50 | 4 | 50 | 8 | 6.6 |
| Total | 68 | 56.1 | 53 | 43.8 | 121 | 100 |

Source: Field data

4.3 Employee Intake Practices at Nakuru Municipal Council

The study sought to establish the employee intake practices at Nakuru Muniucipal Council and to check whether there was any disparity and malpractices at the way the different genders were hired into the organization. Table 8 gives the results of the recruitment process.

Table 8 Methods of Recruitment at NMC

| Employee Intake Practices | Male % | Female% | Total% |
|-----------------------------|--------|---------|--------|
| Recruitment through Friends | 58 | 42 | 20.1 |
| Secondment | 54 | 46 | 10.9 |
| Promotion | 69 | 31 | 10.9 |
| Interviews | 56 | 44 | 58.9 |
| Total | 57.2 | 43.8 | 100 |

Source: Field data

4.3.1 Recruitment Methods

Conventional theory indicates that the recruitment process may take the form of internal job advertisement, advertisement through the media, or people may be informed through “word of mouth”. Still, others get to learn about the vacancies through their relatives who work within the council. From the study, 31% of the respondents learnt about the vacancies through recommendations from other institutions and employers. 30% got to know about the vacancies through the media and 19% heard about the vacancies through relatives and word of mouth.

In terms of gender, 55% of the males went through interviews and passed as compared to 44% of their female counterparts, while, 58% of the males were recruited through their friends against 41% of the females (Table 8). Furthermore, 69% of the males got their present jobs through promotions as compared to 30% of the female positions.

4.3.2 Interviews and Placement

The study revealed that only 58.9% percent of the respondents were interviewed for job placement at the municipality (Table 8). This means that over 40% of the employees at NMC get to be employed without going through the formal intake process. Of those who were interviewed, 55% were males and 45% were females.

For those who appeared before the panel of interviewers, there was a feeling that the panel was not properly constituted. Whereas an interview panel is supposed to be constituted by Head of Departments (HoD), Ministry of Local Government Representative, a Representative of the Public Service Commission (PSC) and Chairmen of the various Committees of the council, this did not seem to be the case for the lower cadres, and even for the middle and senior cadres, the study showed that such a panel has not been constituted for a very long time in Nakuru Municipal Council. Yet, the Council has employed over 50 people over the past 10 years.

Whenever a panel was constituted at the council, gender representation seemed to be a problem. The panel usually constitutes at least eight panelists of whom only two could be females depending on the department, which needs to interview. The study found out that there were only 3 female HoDs who are in a position to sit in the recruitment and promotion panels. The study also established that the panel mostly avoided females when

it came to certain jobs especially in the senior category in the council. This attitude has hurt and frustrated many a female employee at the NMC. Also, 40% of the female respondents interviewed point out that those who hold senior positions at the council were male. These males were also from the patriarchal societies who culturally believe that a man is supposed to be the head of the house. This disparity in senior positions is thus glaring in the council.

Another critical issue that emerged concerning interviews was the way different genders were treated while being interviewed. The respondents were asked to comment on how they felt they were treated while being interviewed. The results are shown in Table 9.

Table 9 Candidate's Treatment at the Interview

| Comment on Treatment at Interview | Male (N=68) | | Female (N=53) | | Total |
|--------------------------------------|-------------|------|---------------|------|-------|
| | Number | % | Number | % | |
| Treated without Bias | 60 | 88.2 | 45 | 84.9 | 86.8 |
| Treated with animosity | 8 | 17.8 | 6 | 11.3 | 11.6 |
| No Comment | 0 | 0.0 | 2 | 3.8 | 1.8 |
| Total | 68 | 57.2 | 53 | 43.8 | 100 |

Source: Field Data

The table above shows that there is minimal maltreatment of candidates at interview. This is attested to by 88% of the males and 85% of the females interviewed. However, in terms of incidences of animosity reported which only account for less than 12% of the total cases, more males than females complained of maltreatment at the interview. In general, 87% of the respondents feel that they were treated well while being interviewed.

4.4 Career Progression

The study further sought to assess the processes of career progression to establish whether they conform to the conventional theory. Some of the issues at stake were whether the employees were ever promoted, trained and whether there were certain positions they desired to be promoted in and were denied.

4.4.1 Promotion Procedures

In terms of promotion, only 40.5% of the respondents received promotion ranging between one to five times during their work life at the municipality. This means that more than half the employees have stagnated in the positions they were first employed. The study further investigated the number of times those who received promoted had been promoted. The results are highlighted in Table 10.

Table 10: Number of times an employee has been promoted since they were employed

| Number of Times Promoted | Male (N=68) | | Female (N=53) | | Total (N=121) |
|--------------------------|-------------|------|---------------|------|---------------|
| | Number | % | Number | % | |
| None | 41 | 60.3 | 31 | 58.5 | 59.5 |
| 1-2 times | 18 | 26.5 | 20 | 37.7 | 31.4 |
| 3-5 times | 9 | 13.2 | 2 | 3.8 | 9.1 |
| Total | 68 | 56.7 | 53 | 43.3 | 100 |

Table 11: Reasons for being denied Promotion by Gender

| Reasons for Denial of Promotion | Male (N=68)% | Female (N=53)% | Total % |
|---------------------------------|-----------------|-------------------|------------|
| Competition | 63 | 36 | 15.2 |
| Discrimination | 51 | 48.7 | 54.1 |
| Tribalism/nepotism | 100 | 100 | 100 |
| Favoritism | 53.3 | 46.6 | 20.8 |
| Unqualified | 50 | 50 | 8.3 |
| No vacancies | 0 | 0 | 0 |
| Total | 54.1 | 45 | 100 |

Source: Field Data

In terms of gender, more females (41.5%) than males (39.2%) received some form of promotion since their first appointment. Specifically, more females (37.7%) than males (26.5%) received between one and two promotions, while more males (13.2%) than females (2.8%) were promoted between three and five times since their first appointment at the council. That almost 60% of the respondents have never been promoted since they were employed at the municipality is a bit worrying since the effectiveness of any Human Resource System is to provide the employees with a career path that allows them to move up the ladder. Promotion serves as motivation as well as morale booster as the employees feel that they will be given a chance to serve the organization at the higher ranks.

The respondents were asked whether there was some promotion they desired but were denied and to list in terms of importance the reasons they thought led to their being denied the promotion. The main reasons for being denied the promotion are displayed in

Table 11 and include tribalism/nepotism (100%), discrimination by seniors in recommending promotions (54%), favoritism (20%) and competition for the position (15.4%). This seems to suggest that there is some anomaly in the promotion process at the council. Only 8.3% of the employees felt they were not promoted due to their inexperience.

4.4.2 Training

Any organization that is keen to improve on the performance of its employees should put in place strong programs and structures to train them. However, at NMC, The study found out that the council rarely sponsors its employees to pursue further training leading to certificate and diplomas awards either locally or internationally. Thus training at NMC is mainly through the individual employee’s initiative. Accordingly, the study established that 58.7% of the employees received no form of training since their first appointment, while 34.7% received between one and two trainings, and a further 6.6% received more than two trainings (Table 12). More females than males did not receive any form of training.

Table 12: Training Statistics at Nakuru Municipal Council

| Number of Trainings received | Males (N=68)% | Females (N=53)% | Total% |
|------------------------------|---------------|-----------------|--------|
| None | 64.7 | 50.9 | 58.7 |
| 1 to 2 times | 26.5 | 45.3 | 34.7 |
| 3 to 4 times | 8.8 | 3.8 | 6.6 |
| Total | 56.2 | 43.8 | 100 |

By gender, only 35.3% of the males received training as compared to 49.1% of the females. More females (45.3%) than males (26.5%) received training once or twice, while more males (8.8%) than females (3.8%) received three to four trainings. Most courses attended were basic courses in secretarial, computer operations, and tool repairs. Occasionally, some employees would be sent for short-term training abroad. However, it worth noting that of the eight employees who have travel abroad for training, none was a female. The females felt that when it comes to the high profile lucrative courses and seminars that would have a bearing on ones professional pursuit at the workplace, the tide would be tilted against them.

4.5 Hypothesis Testing

The study had proposed two hypotheses to be tested: that gender difference had no effect on recruitment and career development, and that gender disparity was not specific to job grade. The two sets of hypotheses were tested using t-test the results of which are discussed below.

4.5.1 Testing the Hypothesis that Gender Difference has no effect on Recruitment and Career Development

An independent sample t-test was carried out to test whether gender difference had an effect on recruitment and career development of the employees. The results are given in Table 13.

Table 13: Independent Sample T-Test to test whether Gender Difference has effect on Recruitment and Career Development

| Variable | Gender | N | Mean | Std. Dev. | T-value | P-value | Significance |
|-----------------------------------|--------|----|-------|-----------|---------|---------|----------------------|
| Recruitment | Male | 68 | 3.044 | 1.227 | 0.135 | 0.814 | Ns |
| | Female | 53 | 3.098 | 1.237 | | | |
| Career Development | | | | | | | |
| Promotion | Male | 68 | 0.529 | 0.722 | 0.632 | 0.529 | Ns |
| | Female | 53 | 0.453 | 0.574 | | | |
| Training | Male | 68 | 1.177 | 0.306 | 1.390 | 0.167 | Ns |
| | Female | 53 | 1.396 | 0.768 | | | |
| Received favors because of gender | | | | | | | |
| | Male | 68 | 1.132 | 0.341 | 1.844 | 0.68 | Ns |
| | Female | 53 | 1.264 | 0.445 | | | |
| Unkind treatment at work | | | | | | | |
| | Male | 68 | 1.250 | 0.436 | 2.591 | 0.011 | Significant at 5% |
| | Female | 53 | 1.472 | 0.504 | | | |

Ns = not significant at $\alpha=0.05$ level

From the above table it can be seen that both the results of the test for recruitment and career promotion are not significant at $\alpha=0.05$ level. We therefore accept the hypothesis that gender difference has no effect on recruitment and career development at Nakuru Municipal Council. Thus there is not enough evidence to show that males and females are treated differently in recruitment and career progression. Even though the descriptive statistics indicate some form of effect, the t-test shows that the effect is not statistically significant. Furthermore the study showed that the hypothesis that employees received

favors because of their gender was also not significant. However, the hypothesis that employees received unkind treatment at their place of work was found to be significant at $\alpha=0.05$ level. This implies that even though we cannot establish whether gender difference had an effect on recruitment and career development, there seems to be a significant level of unkind treatment at the council.

4.5.2 Testing the Hypothesis that Gender Disparity is not specific to Job Grade

The study used t-test to test the hypothesis that gender disparity is not specific to job grades. The results are outlined in Table 14.

Table 14: Independent Sample T-Test as to whether Gender Disparity is specific to Job Grades

| Variable | Gender | N | Mean | Std. Dev. | T-value | P-value | Significance |
|--------------------|--------|----|-------|-----------|---------|---------|--------------|
| Job Grade | Male | 68 | 2.206 | 0.682 | 0.135 | 0.893 | Ns |
| | Female | 53 | 2.189 | 0.709 | | | |
| Male involvement | | | | | | | |
| | Male | 68 | 1.412 | 0.496 | 11.781 | 0.000 | Significant |
| | Female | 53 | 1.226 | 0.503 | | | |
| Female involvement | | | | | | | |
| | Male | 68 | 1.103 | 0.306 | 13.702 | 0.000 | Significant |
| | Female | 53 | 1.887 | 0.320 | | | |

Ns=not significant at $\alpha=0.05$ level

There is a non-significant relationship between gender disparity and job grade at $\alpha=0.05$ level. This implies that gender disparity is not specific to the job grade and we therefore accept the hypothesis.

As for male or female involvement in promotion reviews, both seem to highly significant and so we can conclusively say that their involvement is important in the promotion of the two genders at the municipality, and therefore to determining whether one moves from one job grade to the other.

4.6 Gender and Equal Employment Opportunity

The respondents were asked to state whether they were aware of an Equal employment Opportunity (EEO) policy in place at the municipality. Of the males, 97% responded they were not aware of such a policy and only 3% claimed knowledge of such a policy. As for the females, 89% did not know of the existence of such a policy. From this it is apparent that if at all there is a policy on equal employment opportunity at the council it is a preserve of only as few people. This raises the question as to whether it is being applied to ensure that both genders are treated equally in recruitment and career development.

Because many employees indicate they had no knowledge of the existence of an EEO policy, they were asked to indicate what they would prefer to be included in such a document that should form the basis of how they should be treated at the work place. The results are given in Table 15.

Table 15: Areas that Equal Employment Opportunity Policy should address

| Area of EEO Policy | Male (%) | | Female (%) | |
|---|----------|------|------------|------|
| | Yes | No | Yes | No |
| 1. Sex-based occupational discrimination | 20.6 | 79.4 | 9.4 | 90.6 |
| 2. Discrimination in recruitment | 66.2 | 33.8 | 45.3 | 54.7 |
| 3. Separate lines in career progression and seniority | 42.6 | 57.4 | 54.7 | 45.3 |
| 4. Discrimination in Promotion | 59.4 | 30.9 | 94.3 | 5.7 |
| 5. Discrimination in access to transfers | 64.7 | 35.3 | 73.6 | 26.4 |
| 6. Discrimination in access to training and development | 64.7 | 35.3 | 83.0 | 17.0 |
| 7. Discrimination in Dismissal | 55.9 | 44.1 | 67.9 | 32.1 |
| 8. Discrimination against marital status | 42.6 | 57.4 | 47.1 | 52.9 |
| 9. Pay or fringe benefit Discrimination | 45.6 | 54.4 | 39.6 | 60.4 |
| 10. Age Discrimination | 57.4 | 42.6 | 75.5 | 24.5 |
| 11. Sexual Harassment | 48.5 | 51.5 | 69.8 | 30.2 |
| 12. Discrimination in job opportunity advertisement | 44.1 | 55.9 | 52.8 | 47.2 |

Source: SPSS output results

The table above shows the preferences by the various gender of what should be given priority in the Equal Employment Opportunity Policy. Both genders agree that the policy should address promotion, access to transfers, training and development, dismissal and age discrimination (both genders gave a more than 50% affirmative response). They feel that no one should be discriminated against when it comes to promotion, training and development, transfers or age and that the policy should be very clear about these issues. In addition, the male gender feel that such a policy should address anomalies in

recruitment while the female gender shows a strong preference for separate lines in career progression and seniority to allow for more female representation at senior levels. They (females) also feel the policy should strongly address the issue of sexual harassment at the workplace.

4.7 Discussion of the Results

In any organization, one recognizes career progression when one is promoted and move up the ladder in their careers, or when one is accorded a chance for training that allows him or her to acquire skills in preparation for new tasks. This allows an employee to be prepared for the more challenging tasks within the organization. But in the event that there is no promotion, then it becomes a problem. Most respondents pointed out that there was favoritism. Twenty percent (26%) of the females accepted that they received favors in the work. Thirty nine percent (39%) of the males also accepted that they received favors because of their gender.

Secondly, the level of education of both genders also poses a problem. Most females do not have educational qualifications that would enable meaningful promotion to hold significant positions because this is a very important variable in promotion. Only 44% had gone up to secondary education against 56% of their male counterparts. Thirty one percent (31%) of the females were university graduates as compared to 69% of their male counterparts.

One of the other variables that have come into play in regard to promotion, and, one that has impacted against the women's advancement at the workplace, is experience. The majority of the females had worked for less than three years, that is, (80%). 59% of the

males had worked for over 16 years as compared to their female counterparts, (41%). These are the groups of people that are nearing their retirement and yet their hopes of any neither promotions nor career progression are dashed.

4.7.1 Effect of Gender Difference on Recruitment and Career Development

The study showed that gender difference has no statistical significance in recruitment and career development at Nakuru Municipal Council. According to Ivancevich (1986), there are no specific statutory rules on how to recruit a worker, yet, it is the policy of the governments and organizations to meet their workforce needs through systematic recruitment, selection and career support programs that identify, attract and select from the most qualified applicants for employment and encourage diverse representation at all occupational levels of the work.

The study showed that recruitment was mainly through friends and word of mouth and this poses loopholes and possible sources of discrimination. Furthermore the study revealed that rarely are interview panels used in the interview process and where such panels were used they tended to be an imbalance as to the gender representation. This has led to an imbalance in recruitment of the different genders with more males being found at the middle and senior job cadres while females are more concentrated at the low and middle. This could be as a result of job grades. Studies carried out by Creamer and Winston showed fewer women representation at the interview panels. This tends to support the argument of Creamer et al (2002), that with a well-constituted interview committee there is a likelihood of filling the vacant positions with the right kind of people while being sensitive to gender issues.

One way of dealing with gender imbalance within the job grades is to introduce recruitment targets for the under-represented gender. In a study carried out in 1997 among newly hired professors, the recruitment targets were introduced for women; to force Universities and colleges to invest internationally in women at all levels in order to develop a base for recruitment for the highest positions. The bold target was to have the percentage of women in professorship overall reach 25 per cent in 2008. Compared to about 14 per cent today (Fazlhashemi, 1997). However, the success of such an arrangement should be viewed in light of the EEO Policy and whether it does not compromise the quality of the employees at the expense of gender representation.

4.7.2 Gender Disparity and Job Grade

The study established that there is no significant relationship between gender disparity and job grade at $\alpha=0.05$ level. This implies that gender disparity is not specific to the job grade and we therefore accept the hypothesis. However, the study also showed that the outcome of the various panels would significantly differ based on whether there is male and/or female involvement in the promotion panels. Where the panel was predominantly male constituted, more males than females would tend to be promoted. Conversely, females observed that where females were included in the panel, there seemed to be softness of heart and this allowed for an atmosphere of exchange that more often than not led to more females being considered for promotion.

A research conducted by Key (2002), found out that there is a large proportion of women in lower grades than in the higher grades across all profession. Whatever the gender

balance within the profession in comparison with men, this seems to mirror the situation that exists at the Nakuru Municipality.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter presents the summary, conclusion and recommendations based on the findings and discussion in the previous chapter.

5.1 Summary of the Findings

The study was designed to assess the effects of gender disparity on recruitment and career development. The study sought to answer the following objectives: to determine the forms of discrimination in NMC, to examine the factors that contribute to unequal employment Opportunities in NMC, to establish the causes of gender disparity in recruitment and career development, and to determine whether gender disparity is specific to certain job grades.

In relation to the first objective, the study established that most employees felt there was some level of discrimination though not statistically significant, in recruitment and career progression. For example, in terms of pay, discrimination was found within the formal grading system. The study revealed that the males located in the typical male jobs, earned more than females located in typical female jobs, although they are in the same grades. Further, 56% of the females more than the males gender had a major concern in their location in low paid jobs.

In recruitment, the women were competing with their male counterparts for very few job opportunities in the labour market. Also the majority of the respondents felt

discrimination in recruitment and the selection process especially in terms of advertising and selection criteria. They felt that important steps in the advertising procedures were to ensure that it reached all possible candidates. The media, The NMC with limited audience, word-of-mouth, recruitment only favored some groups of people.

Promotion was also a major issue that the study revealed to be a problem in the council. Most respondents felt that measures should be taken to restructure procedures to accommodate all cadres of staffing the council. The majority of the respondents felt that there is need to identify and minimize the disparity in work and training that hinder both genders from career development. Both genders felt the grading system needs to be overhauled in order to reduce the barriers to employment and to encompass their needs, and eliminate unequal pay where groups do similar jobs.

The study findings reveal that the majority of the respondents felt that there are no widespread notifications that jobs are available, no evaluation of candidates based on job qualifications and workers were treated unkindly and unequally at the workplace. On the causes of gender disparity, it was established that, the disparities were mainly felt by most employees in recruitment, job grades, pay, education and professional qualifications, lack of training, cultural attitudes and beliefs, and in male and female involvement in the same job. However, these were not statistically significant. The study also showed that disparity was not specific to the job grade.

Furthermore, although both genders felt some kind of discrimination, some respondents felt it was not experienced at all time and that its effects were experienced differently. The research further revealed that there was some level of discrimination against the

female gender from their supervisors forcing them to stagnate in their job grades. This also led them to missing training opportunities.

The female gender on the average earned low salaries as compared to their male counterparts despite the formal policies on equality. The jobs and tasks in the NMC are both gender segregated and segmented and the females were mainly in secretarial, manual, and unskilled jobs while their male counterparts held 98% of the senior positions. The majority of the employees were in their prime age of 36 and 45 years when one is most productive. However, in terms of career progression, the majority felt that they would miss out because they were nearing their retirement, leaving very little chance for their growth in their work life. Finally, the study found that the council does not clearly follow laid down rule, policies and procedures on recruitment and career development. They also do not have a policy on EEO.

5.2 Conclusions

The study sought to test two hypotheses, namely, that gender difference has no effect on recruitment and career progression; and that gender disparity is not specific to job grade. The major conclusions that can be drawn from these hypotheses are hereunder discussed.

First, the findings reveal that gender difference has no statistically significant effect on recruitment. Thus, recruitment seems to follow the conventional theory devoid of malpractices. Secondly the study shows that gender difference has no statistically significant effect on career progression. The study reveals that both promotion and training seemed not to significantly affect career development

Third, gender disparity was found not to be statistically specific to the job grade. In other words, across the job grades, anomalies were not specific to lower, middle or senior grades but would be found in any grade. The disparity could be attributed to the cultural values and beliefs held about the unsuitability of employment for certain employment positions for the females and may be held by wider political considerations. However, there was tendency for female gender to be located in the lower cadre and less skilled jobs, suggesting that gender is a major variable in determining employment placement.

Training was evenly distributed for both the genders in the council, although it remained at very low levels for the female gender which perpetuated their disadvantage most of them having very low educational and professional qualifications. Promotion was not addressed well after training because most employees stayed in the same grade. There was an uneven distribution of the genders within all the departments and sectors of the labour force in the council. This revealed a disparity. From the conceptual framework, the study concludes that there is a relationship between gender disparity, recruitment and career development.

5.3 Recommendations

On the basis of the study, the following recommendations were made;

The council should have clear objectives on recruitment and career development. This would go a long way in ensuring that there is order. There should be clear balance in strategic and practical gender needs. A set of guiding principles would ensure that a step-

by-step integration of gender considerations are made into policies and procedures. Also an evaluation program should then be introduced to play the role of motivating the staff to work hard, because, there is a general laxity in the council. As a way of motivation, measures should be taken to restructure procedure for recruitment, training, promotion, and job grades.

The council should transform work and training to reduce the barriers to EEO and to encampus the need to redefine job grades to eliminate unequal pay where groups do similar jobs and to develop an organizational culture that welcomes diversity. On its part, the government and the legislation should promote all aspects of gender equality. The council to come up with clear policy on EEO as a way forward.

5.4 Implications for further research

The same research could be conducted in either the same institution to determine the changing views and trends or in other institutions using quantitative data instead of qualitative data because the data used in this study was mainly attitudinal. Areas that were not studied could be implication for future researcher.

There are limited studies conducted on gender disparity in recruitment and career development especially with respect to Municipal Councils. Similar studies could be carried out in a similar institution for comparative purposes.

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APPENDIX

EMPLOYEE QUESTIONNAIRE

PART A

(To be completed by the employees of the Municipal Council)

My name is Rose Ombewa, a student pursuing an MBA course at the Egerton University with a bias in Human Resources Management. I am undertaking a research project in my area of study. My topic is " Gender Disparity, Recruitment and Career Development". I would be very grateful if you would provide me with the information appended here below. Your response will be treated with confidence and will not be used for any other purpose other than the current research.

1. What does your job involve? (Mention Department).... Male/Female

2. Please indicate your age bracket in the box below

- | | | | |
|-------------|--------------------------|-------------|--------------------------|
| 1. Below 25 | <input type="checkbox"/> | 2. 26 – 35 | <input type="checkbox"/> |
| 3. 36 – 45 | <input type="checkbox"/> | 4. Above 45 | <input type="checkbox"/> |

3. Please state your marital status in the box below: -

- | | | | | | |
|-------------|--------------------------|------------|--------------------------|--------------|--------------------------|
| 1. Single | <input type="checkbox"/> | 2. Married | <input type="checkbox"/> | 3. Separated | <input type="checkbox"/> |
| 4. Divorced | <input type="checkbox"/> | 5. Widowed | <input type="checkbox"/> | | |

Others (specify)-----

4. Please indicate your highest level of education (tick one)

1. Primary

2. Secondary

3. University

4. Others (specify).....

5. Do you have any professional qualifications?

1. Yes

2. No

3. If yes, specify -----.

6. How long have you worked for this organization?

1. Less than 3 years

2. 3- 10 years

3. 11- 15 years

4. Above 16 years

7. Please indicate your job scale in the box below?

1. 1-5

2. 11-15

3. 16-20

8. Please indicate your gross salary in the space provided. (Tick one)

1. 0 – 5,000

4. 15,001 - 20,000

2. 5,001 - 10,000

5. Others

3. 10,001 - 15,000

9. How did you learn of the vacant post, through (Choose most appropriate)?

1. The media

2. By word of mouth

3. Recommendation

4. Relatives

5. Others (specify) -----

10. How were you recruited in your present job? (Tick most appropriate) through?

1. Friends

2. Secondment

3. Promotion

4. Interviews

11. During your recruitment, did you experience any fear, verbal or other discernable treatment different from those meted to your counterparts especially those in the opposite gender? (Please specify)-----

12.a Have you been promoted since you were employed?

- 1. Yes
- 2. No

12.b how many times (indicate in the box below)

- 1. None
- 2. 1 - 2
- 3. 3 - 5
- 4. 6 - 10
- 5. Others (specify)

13. Is there a promotion you desired, but was denied?

- 1. Yes
- 2. No
- 3. Please explain

14. Does the male involvement in a similar job affect you in any way? (For female employees)

- 1. Yes
- 2. No
- 3. If yes, please explain.

15. Does female involvement in a similar job affect you in any way? (For male employees)

- 1. Yes
- 2. No
- 3. If yes, please explain.

16. How many times have you had a chance to train?

- 1. None
- 2. 1-2
- 3. 3 - 5
- 4. Others (specify).

17. Have you personally received favors because of your gender?

1. Yes

2. No

18. Have you personally received unkind treatment at the workplace because of your gender?

1. Yes

2. No

19. What in your opinion could be the reason for the different treatment? (Specify)----

20. Does cultural attitudes and beliefs affect you in your work?

1. Yes

2. No

21. What employment related problems do you encounter at the workplace?

(Specify).

22. Do you have a written policy dealing with Equal Employment Opportunity?

1. Yes

2.No

3. If yes, explain.

.....

23. If No, at what level do you have policies dealing with Equal Employment Opportunity?

.....

.....

.....

24. What issues could the policy cover?

1. Sex-based occupational discrimination Yes No

2. Discrimination in recruitment Yes No

3. Separate lines in progression and seniority systems yes No

4. Discrimination in promotion Yes No

- | | | | | |
|--|-----|--------------------------|----|--------------------------|
| 5.Discrimination in access to transfers | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 6.Discrimination in access to training & Development | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 7.Discrimination in dismissal | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 8.Discrimination against married women | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 9.Discrimination in job opportunities advertising | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 10.Sexual harassment | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 11.Pay or fringe benefits discrimination | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 12.Age discrimination | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |

Personnel activity

Part B

Employment contracts

| No of Employees (year ending 2002) | Full time Employees | | Part time employees | | Permanent Employees | | Temporary | |
|---------------------------------------|-------------------------|--------|------------------------|---|------------------------|---|-----------|---|
| | Male | Female | M | F | M | F | M | F |
| | Officials & Managers | | | | | | | |
| Professionals | | | | | | | | |
| Clerks | | | | | | | | |
| Service worker | | | | | | | | |
| Market sales worker | | | | | | | | |
| Technicians | | | | | | | | |
| Others (Specify) | | | | | | | | |

2. Do you have a written policy dealing with Equal Employment Opportunity?

1. Yes

2.No

3.If yes, explain.

3. If No, at what level do you have policies dealing with Equal Employment Opportunity?

.....

4. What issues should the policy cover?

- | | | | | |
|--|-----|--------------------------|----|--------------------------|
| 1. Sex-based occupational discrimination | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 2. Discrimination in recruitment | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 3. Separate lines in progression and seniority systems | yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 4. Discrimination in promotion | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 5. Discrimination in access to transfers | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 6. Discrimination in access to training & Development | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 7. Discrimination in dismissal | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 8. Discrimination against married women | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 9. Discrimination in job opportunities advertising | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 10. Sexual harassment | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 11. Pay or fringe benefits discrimination | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| 12. Age discrimination | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |

| 5 | Length of service | | | | Increased pay to Employees | | | | |
|--------------------------|---------------------|---------------------|---|------------------------|----------------------------|---|---|--|---|
| | Number of employees | Average tenure 2002 | | No. Of promotions 2002 | | Monetary comparison for full time employees | | Total annual hour of training paid by employer | |
| | | M | F | M | F | M | F | M | F |
| For Officials & Managers | | | | | | | | | |
| Professionals | | | | | | | | | |
| Clerks | | | | | | | | | |
| Service worker | | | | | | | | | |
| Market sales worker | | | | | | | | | |
| Technicians | | | | | | | | | |
| Others (specify) | | | | | | | | | |

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