

DECLARATION

" HUMAN RESOURCE MANAGERS' ATTITUDES TOWARD AFFIRMATIVE ACTION  
DIRECTED AT EMPLOYMENT OF WOMEN "

DATE

12/10/2001

BY

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THIS PROJECT HAS BEEN SUBMITTED FOR EXAMINATION WITH  
BY APPROVAL AS THE UNIVERSITY SUPERVISOR

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AUGUST, 2001

## DECLARATION

THIS PROJECT IS MY OWN ORIGINAL WORK AND HAS NOT BEEN PRESENTED FOR A DEGREE IN ANY OTHER UNIVERSITY:

SIGNED

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My gratitude goes to several people who directly or indirectly contributed to the completion of the MBA. To my babies

Nyambura and Kimani

Without my family, I would not have found the course very difficult. For their immense encouragement and understanding throughout the course.

Special gratitude goes to my husband who supervised the homework while I went to school.

I am also very grateful to my supervisor Prof. K'Obonyo for his invaluable advice, patience and guidance through this project.

Sincere thanks also go to Virginia Waweru of KIA who patiently typed and re-typed this project.

I cannot forget the respondents who enabled me collect the data that I needed.

To you all, thank you very much.

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## ABSTRACT

The findings of the study at human resource managers are generally aware of what affirmative action is although the women were. The survey for the study was carried out between July and August 2001.

The study sought to determine the attitudes that human resource managers have toward affirmative action directed at employment of women. It also sought to determine the extent to which they are aware of the concept and the type of activities that they would support towards the implementation of affirmative action in their organizations.

The respondents were drawn from organizations in Nairobi which have a position of a human resource manager.

The information was collected using a structured and uniform questionnaire. Forty-seven human resource managers completed the questionnaire.

The findings of the study suggest that human resource managers are generally aware of what affirmative action is although the women were found to have a higher level of awareness than their male counterparts.

Regarding their attitudes toward affirmative action, majority of the respondents was found to have a positive attitude with only 8.5% having a negative one.

Concerning the type of activities that the human resource managers would support/encourage in their organization towards affirmative action, findings suggest that all would provide developmental training to all employees while none of them would advocate for the segregation of men's and women's jobs for valuation purposes.

In conclusion, it was found that the female respondents scored higher than their male counter-parts but this was to be expected since the issue was affirmative action directed at employment of women.

## **CHAPTER I: INTRODUCTION**

The purpose of this chapter is to provide background information to the study. This is necessary in order to place the study within a context and to provide rationale for it by identifying problems and gaps in knowledge. The chapter concludes with the statement of the problem, research objectives and importance of the study.

### **1.1 THE MEANING AND PURPOSE OF AFFIRMATIVE ACTION**

For the purpose of this study the term affirmative action refers to the purposeful and planned development and/or placement of competent persons for/in positions from which they were barred in the past, in an attempt to redress past disadvantages and to render the workforce more representative of the population. It has many facets. It entails, firstly, the search for persons with known competencies or potential to fill positions worthy of their ability; secondly, the training and development of previously disadvantaged persons so that they may in future possess greater mobility; and, thirdly, a continuous monitoring and adaptation of the demographic spread at all levels of the organization (Sonia, 1996).

Affirmative action constitutes an active intervention in the labour market and by government to correct historical inequalities by means of training and development opportunities as well as job opportunities, both in the work environment and in the wider community. It is a strategy and process aimed at transforming socio-economic environments which have

excluded individuals from disadvantaged groups in order for such disadvantaged individuals to gain access to opportunities based on their potential (Gerber et al, 1998).

## 1.2 DEBATE ON AFFIRMATIVE ACTION POLICY

In countries that have embraced affirmative action, opinion polls reveal that the general public is sharply divided on the meaning and value of affirmative action (Bruno, 1995). People feel that the types of discrimination the affirmative action is intended to cure are too disparate, and the varieties of discrimination too heterogeneous, to be resolved by a single approach (Janet E. Helms, 1995). Attitudes towards affirmative action can be gleaned from statements such as the following statements about affirmative action in the United States

*Whatever the original vision of affirmative action may have been, it soon became a tool for imposing equality of results rather than equality of opportunity. While the law on its face forbids discrimination on grounds of race, sex etc, this apparently simple principle has been obscured and twisted by a complex web of ties, censorship, doublespeak, and code words. Those whom the law disfavors can be denied a job or promotion because of their skin colour or their sex without being victims of "discrimination" in its new legal meaning. This miracle is accomplished by calling the denial either (a) affirmative action taken to prevent discrimination; (b) an unfortunate side effect of an attempt to cure "historic*

*injustices”; (c) a prerequisite to achieving ‘diversity in the workplace’ or (d) the result of a presumption of ‘social disadvantage’ for everyone in the preferred group. The dizzying and ever-changing array of intellectual rationales for discrimination has been accompanied by an elaborate code of misleading language. Quotas become “measurable goals and specific timetables. Or discrimination isn’t really bad unless it is also “stigmatizing”. All this evasive rhetoric has arisen because the underlying practices are so difficult to defend. Because of that difficulty, they are rarely defended. Instead, they often are just carried out covertly. But the discriminatory nature of affirmative action cannot be concealed entirely (Lund, 1995).*

Similar sentiments to the above have been expressed elsewhere, including South Africa. Most of these sentiments arise out of feeling that affirmative action is a political imperative with which organizations have to comply. Due to this, people are appointed in ‘affirmative action positions’ or imposed on the organizations merely to window-dress or to fill quotas, usually without due consideration of their suitability for the position or the possibility of support and development. Such arbitrary appointments leave other employees dissatisfied (Sonia, 1996). The fact that most affirmative action policies come in the form of directives from Boards or top management and are usually thrust on the human resource department as its sole responsibility is unfortunate (Anderson, 1994).

The departments are 'forced' to implement policies that go against the reason for their existence. This makes them oppose any regime that forces them to make decisions that expose them to liability no matter what they do (Glen Julia 1994).

Most human resource managers usually look at qualifications other than issues like gender, disabilities etc. Affirmative action forces them to have an added criteria. According to Professor Gottschall (2000), the most prevalent accusation directed at affirmative action initiatives is that they constitute reverse discrimination. That is, for every beneficiary, there is a corresponding victim. Other argue that

*affirmative action with its goals and preferences is a bankrupt policy. It has not provided opportunity for those whom it was intended to help. It has delegitimised achievement because we really don't know who makes it without it. Those from the preferred groups who have worked harder than most advantaged groups in similar positions are looked at with jaundiced eyes because it is believed that they received their position because of preference rather than achievement (Pendleton, 1980).*

Research reveals that, by and large, people do not know very much about what affirmative action comprises, the scope of affirmative action policies, and who benefits (or is hurt) by these policies. As a result, public opinion is shaped to a greater extent by social attitudes and beliefs about recipients (e.g. women) rather than solid information about

affirmative action policies themselves (American Psychological Association, 1997).

In Kenya, the Government has implemented policies and programmes that could be termed as affirmative actions. Such programmes include the Africanization of the Kenyan economy. The implementation of this policy was institutionalized by the Africanization of the Personnel Bureau within the Ministry of Labour. The key aspects of this policy were:

- the increased enrolment of Africans in primary and secondary schools from 1963 to enable them take-over jobs that were hitherto reserved for whites;
- the programme of nationalization of business premises in Nairobi's central business with effect from 1965 and rural shopping centres and markets;
- the import substitution policy which was introduced in 1970 to enhance the industrial capacity of the country and the growth of the economy generally;
- the introduction of the quota system in higher educational institutions in the early 1980s aimed at ensuring equity in access to education; and

- the decision by the universities Joint Admissions Board in 1993 to lower university entry requirement for women by one point.

Attitudes have been viewed as a kind of motive, a reflection of underlying values. However, it was only in 1997 that attempts were made to give a legal basis for an affirmative action. In 1999 a bill was introduced to increase women's participation in parliament and local authorities.

Judging from the reactions to the proposed Bill on affirmative action for increased participation of women in parliament and Local Authorities, it is clear that people have different views and attitudes towards affirmative action.

Affirmative action policy is likely to suffer a serious drawback if human resource managers share this attitude. This is due to the fact that it would be their responsibility to implement a policy, on affirmative action in the employment context.

Therefore, it is important to assess the attitudes of human resource managers towards affirmative action in respect of women employment. These attitudes are likely to be different especially because the Human Resource managers' levels of understanding of the concept of affirmative action are likely to be different. Moreover, as the affirmative action debate picks up, it is likely that people will tend to look at the attitudes with which it has been received elsewhere and this is likely to shape their own attitudes.

### 1.3 ATTITUDES *to be a man, a woman never grows up?*

Attitudes have been viewed as a kind of motive, a reflection of underlying values and/or personality traits; learned reactions to stimuli and/or variables that intervene between a stimulus and a response; subjective evaluations; self-descriptions; predictors of behaviour or enduring cognitive structures (Eiser, et. al., 1988). According to these authors, attitudes are communicated through symbols, the meaning of which depends on specific context and cultural assumptions that other people share; they are expressed in action and in interaction with other people.

Attitude has also been defined as a person's enduring favourable or unfavourable evaluations, emotional feelings and action tendencies towards some objects or idea (Kotler, 1997; Kinnear, 1990). People have attitude towards everything, women workers included. An attitude puts people into a frame of mind of liking or disliking an object, moving towards or away from it. An attitude leads people to behave in a fairly consistent way towards similar objects. A person's attitude settles into a consistent pattern and to change it may require major changes in other attitudes. For example, people's attitude towards women can be discerned from a society's literature on people, their philosophy and wise sayings (Mukabi, 1993). In Mukabi's words (page 28):

*Without change of attitudes towards women, their increased participation in the country may not be sustainable. "Women are like the earth, anyone can sit on it". "women, like the sky, are unpredictable".*

*"a boy grows to be a man, a woman never grows up".*

Certain ideological arguments are used to put women in what is referred to as their "rightful place" (Mukabi, 1993). The following examples from Mukabi illustrate this point:

*"women should go back to 'our' traditions"*

*"we need to respect you, you are our mothers"*

*"women are their own worst enemies".*

Some statements made by Kenyan politicians in the past leave no doubt as to what they think about women. Shariff Nassir, M.P. for Mvita (1991), compared people who were deregistered from KANU to a wife. He said that if she does not want one and one does want her, one should let her go because there is a name that is used for such women which he could not say there .... Nicholas Biwott, then Minister for Energy (1991), accused the FORD members of grouping like women rejected by men and had been going to Chester House like prostitutes trying to attract men clients. These are some of the attitudes towards women that are likely to influence the adoption and effective implementation of an affirmative action policy, directed at women employment.

Without change of attitudes towards women, their increased participation in political, economic and social affairs of the country may not receive objective evaluation. This follows from the fact that not all

attitudes are free, either in the sense of being freely expressed, or in the sense of being freely acquired. The time, place and social groups to which people belong constrain what they feel, think and believe.

According to Eiser J R et. al. (1988) all definitions of attitudes must deal with one paradox. On one hand, a person believes that an attitude is something personal but on the other hand he/she expects other people to understand him/her and even agree with him/her. The authors further explain that an attitude is not just some vague kind of mood or sensation, but a form of experience that refers to specific objects, events, people or issues and is primarily evaluative. Due to this, people introduce their attitudes as "the truth". Debates usually emerge as a result of people trying to convince others that their interpretation of events, their view of the world, hence their attitudes are the correct ones. They also state that peoples' interpretation of the world is selective. Selectivity involves paying more attention to some pieces of information and less or none at all, to others. However, people cannot always ignore the fact that others have a different view of the world and can disagree with them. Therefore, even against a background of societal and interpersonal tolerance, people still need to be able to defend and explain their attitudes towards affirmative action if only to secure the tolerance of others. This is relevant to the issue at hand. Other Kenyans need to explain their attitudes towards the affirmative action. It cannot just be presumed that both the female and male politicians' views constitute everyone else's attitudes.

public Ross et al, (1977) state that one way to boister one's attitudes is to think that they are shared by many others, that is, people overestimate the commonness of their own behaviour/attitude, relative to others' behaviours or attitudes. Such biased estimates play an important role in people's interpretation of social reality. Since attitudes reflect the prevalent views in the society, it is expected that the human resource managers will portray similar attitudes to those of the politicians on the affirmative action and also be influenced by the attitudes that have been expressed on affirmative action elsewhere in the world.

Supr One of the most important aspects of attitudes to be kept in mind in this study is that attitudes change. In their research on what are termed cognitive responses to persuasion, Petty and Cacioppo, (1985) state that attitude change is dependent on the thoughts in which people engage when they receive a persuasive communication. Various factors can influence the extent to which people will elaborate in their own minds the information and arguments presented to them, and scrutinize what is said to them as opposed to accepting it at face value. One such factor is that of subjects involvement with the issue. In this regard, it becomes important to gather and understand people's attitudes towards affirmative action since there would be no question of changing attitudes which are not known. It will be important to compare the attitudes of human resource managers in the public sector who are less involved in recruitment and selection to the attitudes of those in the private sector who are more involved. This is due to the fact that recruitment in the

public sector, as opposed to the private sector, is centrally done by the Public Service Commission of Kenya.

Knowing what attitudes people have towards the affirmative action would help in developing strategies for dealing with them.

#### **1.4 STATEMENT OF THE PROBLEM**

After championing the cause of minorities and women in the workplace for three decades, in a series of decisions in 1989, the Supreme Court of the United States of America signaled a shift towards affirmative action. Before then, the burden of proof was on the employer to show that any employment practice was not discriminatory towards certain protected employees; but with the court's decisions, the burden of proof is now on the employees to show that the action complained of amounted to disparate treatment as outlawed. This shift can be attributed to the fact that redistributive social policies are increasingly being perceived as expensive and ineffective (Karin, G, 2000). For example, many Americans perceive affirmative action policies to be synonymous with quotas, set asides, and preferential treatment that benefit women and other minorities at the expense of white males. While some political leaders have expressed clear intentions to dismantle affirmative action policies, others have called for more studies and review of such policies (Bruno, 1995).

1.5 In Kenya, while much debate has accompanied the women's movement, affirmative action does not have much precedence. Very little debate exists beyond newspaper mediated discussion (Billington et. al., 1998). Therefore, most of the views that are known about affirmative action are those that have been expressed by politicians both inside and outside parliament. As noted in the background, not all attitudes (as discerned from views) are free either in the sense of being voluntarily expressed or acquired. It is therefore possible that the human resource managers are likely to exhibit the same attitudes towards affirmative action as has been exhibited elsewhere. It is also expected that these attitudes will be different between those who are aware of what affirmative action is and those who are not. The attitudes of female human resource managers and those of their male counter-parts are also expected to be different. If the implementation of affirmative action in the employment context is to be effective, it becomes imperative to know what the attitudes of human resource managers are so that those concerned can develop mechanism for countering them.

In Kenya, a number of studies have focussed on different strategies aimed at enhancing the economic status of women but, the researcher is not aware of any that has sought to establish people's attitudes towards affirmative action as regards women employment in Kenya. Also, there are no studies that have been carried out in Kenya to establish the extent to which people are aware of what affirmative action is. The present study will therefore contribute to knowledge in this area.

## 1.5 OBJECTIVES OF THE STUDY

### CHAPTER 2

The objectives of the study were:

### 2.0 LITERATURE REVIEW

- (1) to assess attitudes of human resource managers towards affirmative action to increase the participation of women in employment; and
- (2) to compare the attitudes of female resource managers with those of their male counterparts.

## 1.6 IMPORTANCE OF THE STUDY

It is hoped that the following groups will find the study beneficial.

- The proponents of The Affirmative Bill currently awaiting debate in parliament. It will give an insight into different attitudes towards affirmative action.
- Business organizations.
- To the researchers/scholars who would be spurred to undertake more research.

## **2.0 LITERATURE REVIEW**

This chapter reviews various studies on attitudes toward affirmative action. It also includes an overview of what is thought to be affirmative action, problems associated with it and its advantages. It reviews literature, especially empirical research, on attitudes toward affirmative action. Although affirmative action strategies have been in place for as long as thirty years in some countries it continues to be one of the most controversial topics in contemporary public discourse (J. Bond, 1997).

Most people agree that diversity is an important element in every environment. The problem arises however when discussion turns to the means of achieving that desired end. Affirmative action, one of the more popular means used in solving the enigma of diversity, is at the crux of this debate. Much of the debate lies in the definition of affirmative action (Jon Feinberg, 1995).

Affirmative action generally refers to any temporary special measure that a public or private entity takes to increase participation of women or another underrepresented group. Other definitions are similar. Critical findings from a research carried out by the International

Labour Organization (ILO) in 1996, on Positive Action to Promote Women in Employment include:

- affirmative action programmes are by definition temporary.
- affirmative action is only one strategy, the success of affirmative action programmes depends on other types of anti-subordination measures that support affirmative action.
- national level coordination of programmes is critical.
- affirmative action fares better in countries in which it is clearly legal; these measures tend to be less tentative.
- affirmative action strategies must be comprehensive; the broader the approach in terms of changing workplace attitudes dealing with hierarchy decision making and evaluation of institutional culture, the greater the likelihood of success.
- affirmative action policies must be clear about the target group the policy is designed to help.
- affirmative action planners must desegregate the target group because the measures benefit those who need it least such as those with more resources or education.
- affirmative action measures should be mandatory not voluntary; mandatory provision, however, are often subject of resistance.
- assessments of affirmative action must go beyond mere numbers to qualitatively measure the success of programmes.
- the most significant resistance to affirmative action stems from a misconception that women are not widespread victims of discrimination in employment.

*I want to inform ..... that our women in this country are their own*

The available views on affirmative action in Kenya can be traced back to 1997. In that year, Phoebe Asiyo, a former MP for Karachuonyo constituency and chair of the Kenya Women's Political Caucus, moved a motion in parliament concerning the participation of women in politics. Through the motion, Asiyo wanted the state to guarantee, among others things, that:

*men want empowerment, they should start educating women in the rural areas. I support the view that since women are the*

- women shall comprise at least a third of those nominated to contest elections; (Hon. Martin Shikuku, M.P. Butere).

- whatever the outcome of the elections, the participation of women in the National Assembly be boosted by 16 nominated women; and

*cannot legislate against attitude. Attitudes are very difficult to legislate*

- political parties' funding by the Government be tied to their pursuit of affirmative action.

*The motion was defeated because among other things, majority of*

The motion was defeated. Amongst the reasons given for its rejection were:

*women are targeted at minorities and since women are not a minority in Kenya they do not deserve affirmative action. Moreover, it*

- "it is important to note that affirmative action is a tool used in order to correct an imbalance created because one is a minority and cannot be elected because they are a minority ..... we are being asked today to help a majority through affirmative action" (Hon. Sunkuli, then assistant minister Office of the President).

*not push us to an era we have not reached. We have to move slowly and practically. We*

- *“I want to inform ..... that our women in this country are their own worst enemy because they do not admire themselves .....”.* (Hon. Stephen Ndichu, M.P. Juja).
  - *“in Kenya today we have never had a law which says that women should not vote while men can. We cast the vote regardless of gender ..... If women want empowerment, they should start educating women in the rural areas. I support the view that since women are the majority in this country, they should contest all the seats instead of being given ....”* (Hon. Martin Shikuku, M.P. Butere).
  - *Women, by nature, are complex. One minute they are tender and kind, the next minute they are hard and cruel .... Mr. Speaker sir, you cannot legislate against attitude. Attitudes are very difficult to legislate against. Women prefer men to represent them* (Hon. Awori).
- The motion was defeated because among other things, majority of the members of parliament thought that affirmative action policies and programmes are targeted at minorities and since women are not a minority in Kenya they do not deserve affirmative action. Moreover, it was felt that since every citizen in Kenya is accorded juridical equality through the constitution, there was no need to legislate on the affirmative action. Others like Hon. John Koech, felt that
- “We are moving forward and you cannot push us to an era we have not reached. We have to move slowly and practically. We*

*must allow some of the changes to come naturally. Anything, which is false, cannot survive. .... What I am stressing is that we have got to leave some of these things to natural forces. .... We must not force some of these things to come too abruptly”.*

In 1999, a collaborative effort of women and women's organizations in Kenya produced a Bill, the Constitution of Kenya (Amendment Bill), 2000, Affirmative Action for Increased Women's Participation in Parliament and Local Authorities. In April 2000, Hon. Beth Mugo, M.P. for Dagoretti moved a motion in parliament to table the Bill. The motion was passed amidst intense lobbying. The reactions to the motion from the public showed that there was no consensus on the desirability or otherwise of legislating on the affirmative action.

One of the most pervasive arguments that arose after the passing of the motion was that, though Kenyan women have experienced discrimination in some areas of their daily endeavours, such bias is not restricted to women alone. There are notable injustices against some sections of the Kenyan Society based on tribal, gender, creed, political opinion and even social status. This is despite the fact that all these injustices are outlawed in section 82 of the constitution of Kenya. Reading the signs of the times, the proposed Bill was amended to read: The Constitution of Kenya (Amendment) Bill (2) 2000 for increased participation of women and other marginalised groups in Parliament and Local Authorities.

While the Bill recognises that women constitute the majority of the marginalised people, it also recognises other disadvantaged groups such as pastoralists, persons with disabilities and the youth. In its memorandum of objects and reasons, the proposed Bill states that its main object is to introduce in the Constitution of Kenya an affirmative action provision to promote the proportionate political participation of women and other marginalised groups in the Governance of this country. It further states that a greater proportion of women legislators and those from other marginalised groups will contribute to redefining political priorities, placing new items on the political agenda that reflect and address their specific concerns, values and experiences and providing new perspectives on mainstream political issues. These new priorities include formulation of policies and legislation on affirmative action for the increased participation of the marginalised groups. While acknowledging that there are marginalised groups other than women, the bill recognises that women suffer double marginalisation: first as women and second as marginalised persons.

The Government of Kenya has often expressed commitment to improving the status of women since they constitute more than 52 per cent of Kenya's population. Access to employment in the modern sector has been acknowledged universally as being crucial to women's socio-economic position and to the state of the nation in both the short and long term (World Bank, 1992). The equal availability 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. Without access to high level remunerative work, girls' and parents' incentives to educate girls will be weak (Sebstand, J 1992). Many of the national benefits of education for women are realised only when women are able to earn income in their own right from formal sector employment. Ensuring that women have equitable access to employment in the modern sector should be a fundamental and integral part of national policy on women's employment (World Bank, 1992).

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 earnings by gender in both the public and private sectors. This is due to the fact that women are confined to less remunerative types of activity, lower paid occupations or lower grade jobs in the employment hierarchies within firms and organizations (World Bank, 1989). This situation persists despite the efforts that have been put in place to improve the status of women and despite the constitutional guarantee of equal legal status to both men and women. On top of 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 labour force participation and employment.

According to the 1998 draft policy on Gender Equity for sustainable development in Kenya, the strategic goal is to promote women's economic rights 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-sectoral approach and is a long-term process. In the meantime, there is clamour for the introduction of affirmative action in political, social and economic sectors. Affirmative action is being seen not as a panacea to acknowledged gender disparities but as a mechanism that will bring the needs of women to a level where they are able to compete favourably. It is hoped that policies on affirmative action will also send a powerful signal to both women and men that it is wrong to discriminate against women in addition to helping changing their attitudes and behaviour towards women. It is hoped that affirmative action will eventually lead to equal opportunities and treatment of both men and women.

Moreover, individuals who are identified as being selected under an affirmative action programme in place show that affirmative action in employment is highly visible and has drawn the greatest backlash reaction (M freeman, 1997). In Canada, despite twenty years of work with positive legal provisions, very little progress in achieving real equality for women and other under represented groups has been achieved (Shelagh D., 1996).

say In Bangladesh too, an affirmative action has existed for twenty years with minimal results (Salma Khan, 1997). The same can be said of the United States that boasts gender – based affirmative action programs for over thirty years (Martha Davis, 1997). Here, resistance to affirmative action has gained momentum in recent years with amendments to Laws on affirmative action.

positive attitudes toward affirmative action. These are largely due to the feeling In Norway, affirmative action remains controversial despite its long history. Studies carried out revealed that women felt that their employers hired them because of affirmative action policies and felt that their colleagues did not respect them for this reason (Anna L.R. 1997).

say necessitates the active pursuit of underrepresented groups in hiring and Among other things, these studies concluded that attitudes toward gender-based affirmative action are inversely related to sexism. It has also been suggested that attitudes are associated with judgments of relative deprivation of the target group and the respondent's own group. Moreover, individuals who are identified as being selected under an affirmative action programme are perceived as less competent, by themselves and by others.

A series of laboratory studies have shown that almost all people have Summarized here are some of the ways respondents in the above studies described affirmative actions – demeaning, exploiting, discriminatory, morally offensive, insulting to women, sacrifice of quality to promote diversity, diversity cannot be forced, reverse discrimination, a policy that suffers an identity crisis, making a mockery of equality. To sum it all, those with negative attitudes toward affirmative action seem to

say that all competitors must begin at the same time and no one should be given a head start over his competitors because this would amount to leaving people behind. Moreover, it amounts to giving some people more hurdles to jump than others (AL Gore, 1999).

Despite all these, reviewed literature shows that there are also positive attitudes toward affirmative action. These are largely due to the feeling that the phenomenon of reverse discrimination dwarfs in comparison to the discrimination that is experienced by women and minorities. It is this discrimination, the ever present societal stereotypes that degrade minorities and women, that proponents of affirmative action say necessitates the active pursuit of underrepresented groups in hiring and recruiting practices (J. Feinberg 1995).

Researches undertaken show that women still have not reached parity with men in the workforce. They reveal that women continue to be discriminated against, as evidenced by the gender gap in the job market (ILO, 1996).

A series of laboratory studies have shown that almost all people have trouble detecting a pattern of discrimination unless they are faced with a flagrant example or have access to aggregated data documenting discrimination (Clayton and Crosby, 1992). This data is only collected and scrutinized if an organization is required to implement affirmative action. More data indicate that the biases against women that people show in laboratory settings are reflected in real-world practices. For

example, large proportions of women are locked into low-wage, low prestige, and dead-end jobs. They have also been disproportionately affected by current trends in workforce downsizing since majority of them work in service – oriented industries that are hardest hit (Murrell and Jones, 1995).

Overall, affirmative action has been found to be essential for combating the effects of subtle forms of gender discrimination in employment for a number of reasons (J.E. Helms, 1995).

- Affirmative action is outcome based; issues of intention are not central to the issue.
- Affirmative action involves systematic monitoring of disparities in employment practices toward different groups.
- When they are successful, affirmative action programmes lead to the establishment of clear norms by organizations and institutions regarding the importance of full equality of everyone in the workplace.

It was felt that there is need for additional research on affirmative action with special attention to cultural influences on attitudes toward affirmative action. There was also little research reviewed on attitude change especially as a function of experience with affirmative action. For purposes of this study, the available literature reviewed was also found to be wanting. This is due to the fact that much of the research on

target and non-target members' reactions had used experiments. These, in my opinion, do not permit exploration of the complexity of affirmative action attitudes. Research using surveys is more likely to permit such exploration. However, it is acknowledged that experiments have the advantage of increasing internal validity while survey research on individual difference variables (e.g. gender, ethnicity, and political perspectives) may lack internal validity because these variables cannot be manipulated.

### 3.1 Study Variables

- (a) Awareness/knowledge
- (b) Attitudes
- (c) Implementation orientation

The awareness/knowledge variable was used to determine how much the respondents knew about the affirmative action concept and its different aspects. The attitude variable refers to the respondent's feelings toward the affirmative action for increased participation of women in employment. The implementation orientation variable refers to the respondent's leaning toward implementation of specific aspects of affirmative action in favour of women in employment.

## CHAPTER 3

### 3.0 RESEARCH METHOD

This chapter gives details of the research method used in the study.

It introduces the study variables and how they were measured, describes the population and the sample and how the data was collected and analysed.

#### 3.1 Study Variables

- (a) Awareness/knowledge
- (b) Attitudes
- (c) Implementation orientation

The awareness/knowledge variable was used to determine how much the respondents knew about the affirmative action concept and its different aspects. The attitude variable refers to the respondent's feelings toward the affirmative action for increased participation of women in employment. The implementation orientation variable refers to the respondents leaning toward implementation of specific aspects of affirmative action in favour of women in employment.

The awareness/knowledge variable was measured by a list of true/false statements. These statements provide the best insight into the amount of awareness that an individual has (Alredk et al, 1985).

### 3.3 Sample Description

The attitudes variable was measured by a likert type scale with appropriate intervals ranging from strongly disagree to strongly agree. Numerical scores were assigned to answers to questions to allow the comparison of different people's attitudes with one another.

Attempts were made to differentiate people along a single dimension according to how favourable or unfavourable they are towards affirmative action for increased participation of Women in Employment.

True/false statements pertaining to some aspects of affirmative action that the human resource manager would initiate or encourage in an organization measured the implementation orientation variable.

### 3.4 Sample size

## 3.2 Population

Conventionally, 30 units of the relevant population are considered. The population comprised of organizations in Nairobi, both public and private that have the position of a human resource manager. A list of 232 organizations was obtained from the Central

Bureau of Statistics (CBS). The sampling frame consisted of only the Nairobi-based organizations due to time and financial constraints.

### 3.3 Sample Description

The samples for the study were obtained from the list of organizations in Nairobi that have human resource managers. These organizations are different, some are public, and others are private while they are also either service oriented or manufacturers.

The respondents in this study were the human resource managers. These are the persons who are likely to implement affirmative actions for the increased participation of women in employment. Human resource managers are mostly found in the organizations that have full-fledged human resource departments. For the civil service, the respondents a male and female were drawn from the Public Service Commission.

### 3.4 Sample size

Conventionally, 30 units of the relevant population are considered the acceptable minimum sample size. Using this as a benchmark, a sample size of 50 organizations was considered adequate for this study. The following formula (Moser & Kalton,

1978) was used to determine a proportionate representation of the sample.

$$\frac{\text{No. of human resource managers in a stratum} \times \text{Sample size}}{\text{Total no. of human resource managers in all the strata}}$$
 However, all the 13 firms from the public/manufacturing stratum was taken.

3.5 Using this formula the following was been obtained

Public/service oriented	=	$\frac{48}{232} \times 50 = 10$
Public/manufacturing	=	13
Private/service oriented	=	$\frac{84}{232} \times 50 = 18$
Private/manufacturing	=	$\frac{87}{232} \times 50 = 19$
Total Sample	=	60

### 3.5 Sample Selection Techniques

60 firms were selected using stratified random sampling method. This was necessary to ensure adequate representation of the following attributes of the population:

- (a) Public vs private ownership
- (b) Manufacturing vs service sector

A simple random sampling method was used to select respondents from the different strata. To get the sampling interval, the total population of human resource managers in the different strata (N) was divided by the desired sample (n) (Kalton, 1978).

### 3.6 Data Collection

Primary data was collected using a uniform, structured and standardized questionnaire. The questionnaire consisted of categorical questions and Likert-type scales containing statements pertaining to various aspects of the affirmative action concept.

The questionnaire consisted of three main parts. Part 1 contained a series of true/false statements which was used to measure the human resource managers' level of awareness of the affirmative action concept.

Part 2 consisted of attitude statements and human resource managers were asked to indicate the extent to which they agreed or disagreed with each of the statements.

Part 3 contained true/false statements pertaining to implementation of an affirmative action policy towards the increased participation of women in employment.

Female human resource managers versus their male counter

The initial questionnaire was pre-tested on a sample of human resource managers and relevant modifications incorporated in the final draft for validity and consistency. The revised questionnaire was then administered to the human resource managers in the selected firms. The administration of the questionnaire was by the 'drop and pick up later' method. Follow up was done through telephone calls and faxes.

### **3.7 Data Analysis**

The data collected was analyzed using the Mann-Whitney U-test. This was found to be appropriate for this research due to the following:

- the data is ordinal scale
- it allows the use of all the information in the ranks;
- it facilitates the comparison of responses from independent samples.

The attitudinal data from the following pairs of samples was tested statistically (using Mann-Whitney U-test):

- 22
- human resource managers in the service sector versus those in the manufacturing sector; and

#### 4.0 RESEARCH FINDINGS AND CONCLUSIONS

- Female human resource managers versus their male counterparts.

The data from the study was summarized and presented in percentages and tables to facilitate analysis.

Out of the 60 (sixty) human resource managers who comprised the sample size of the study, 47 (forty-seven) completed the questionnaires. This is approximately 78% of the target. The completed questionnaires obtained were as follows:

- Public/service oriented - 10 (3 men, 7 women)
- Public/manufacturing - 8 (2 men, 6 women)
- Private/service oriented - 16 (11 men, 4 women)
- Private/manufacturing - 14 (6 men, 8 women)

The analysis is presented as follows:

- data on awareness of the affirmative action concept
- data on attitude towards the implementation of the concept in favour of women in employment; and
- data on feelings toward implementation of the concept.

## CHAPTER 4

### 4.0 RESEARCH FINDINGS AND CONCLUSIONS

#### 4.1 INTRODUCTION

The data from the study was summarized and presented in percentages and tables to facilitate analysis.

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- |                            |                        |
|----------------------------|------------------------|
| - Public/service oriented  | - 10 (3 men, 7 women)  |
| - Public/manufacturing     | - 8 (2 men, 6 women)   |
| - Private/service oriented | - 15 (11 men, 4 women) |
| - Private/manufacturing    | - 14 (6 men, 8 women)  |

The analysis is presented as follows:

- data on awareness of the affirmative action concept
- data on attitudes towards the implementation of the concept in favour of women in employment; and
- data on leanings toward implementation of the concept.

## 4.2 HUMAN RESOURCE MANAGERS' AWARENESS OF THE CONCEPT OF AFFIRMATIVE ACTION

Out of the 17 statements provided in part 1 of the questionnaire, eleven portray different aspects of the affirmative action concept according to various proponents.

Table 1.0 shows the mean score obtained by respondents on awareness of the various aspects of affirmative action; column one of the table shows the frequency of responses on each item on awareness; column two shows the scores obtained by the respondents in the corresponding rows in column one; and column three was computed to facilitate the calculation of the respondents' mean score.

Generally, the respondents were found to be aware of various aspects of affirmative action, as defined by various proponents of the concept. The overall mean score was 7.02. Seventy-four per cent of the respondents obtained a score of six and above, indicating above average level of awareness. However, of all the respondents, none obtained the maximum score of eleven, implying that none of the managers was aware of all the aspects of affirmative action.

Table 1.0: MEAN SCORE ON HUMAN RESOURCE MANAGERS' AWARENESS OF THE AFFIRMATIVE ACTION

Frequency of responses on each item on awareness (f)	Score (x)	(f) (x)
4	10	40
12	9	108
8	8	64
7	7	49
4	6	24
3	5	15
3	4	12
6	3	8
$\Sigma(f) = 47$		$\Sigma(f)(x) = 330$
$\text{MEAN SCORE} = \frac{\Sigma(f)(x)}{\Sigma(f)} = \frac{330}{47} = 7.02$		

Generally, the respondents were found to be aware of various aspects of affirmative action, as defined by various proponents of the concept. The overall mean score was 7.02. Seventy-four per cent of the respondents obtained a score of six and above, indicating above average level of awareness. However, of all the respondents, none obtained the maximum score of eleven, implying that none of the managers was aware of all the aspects of affirmative action.

This was not surprising as the views expressed by politicians showed. Among other things, and as noted in this paper, people's perception/awareness is likely to be shaped by what they hear from others. In Kenya, the most vocal views on affirmative action have been expressed by politicians. Majority of them are of the view that affirmative action is about minorities' action (Billington et. al., 1998) and therefore should not have a place in Kenya where women are concerned since they are the majority.

It is therefore not surprising that a good number of the respondents thought that the key goal of affirmative action is to hire unqualified women. This may show the disdain with which the whole concept is viewed.

The data presented in table 1.0 also indicate that a few respondents did not think that affirmative action promotes equal employment opportunities. This is expected especially if such respondents are of the view that affirmative action constitutes reverse discrimination.

Table 1.1 and 1.2 show gender disaggregated mean score on awareness of various aspects of affirmative action. The columns have the same meanings given in table 1.0.

Table 1.1: MEAN SCORES OF FEMALE MANAGERS' AWARENESS OF VARIOUS ASPECTS OF AFFIRMATIVE ACTION

No of respondents (f)	Score (out of 11) (x)	(f) (x)
3	10	30
8	9	72
6	8	48
4	7	28
3	6	18
1	5	5
$\Sigma (f) = 25$ MEAN SCORE	$\Sigma(f) (x)$ $\Sigma(f) = 8.04$	$\Sigma(f)(x) = 201$

Table 1.2: MEAN SCORES OF MALE HUMAN RESOURCE MANAGERS' AWARENESS OF VARIOUS ASPECTS OF AFFIRMATIVE ACTION

No of respondents (f)	Score (out of 11) (x)	(f) (x)
1	10	10
4	9	36
2	8	16
3	7	21
1	6	6
2	5	10
3	4	12
6	3	18
$\Sigma (f) = 22$	$\Sigma(f) (x)$ $\Sigma(f) = 5.86$	$\Sigma(f)(x) = 129$ $= 65.9$

Generally, tables 1.1 and 1.2 show that the female human resource managers with a mean score of 8.04 were found to have a higher level of awareness of the different aspects of affirmative action than their male counterparts whose mean score was approximately 5.9. The fact that the female respondents scored higher than their male counter-parts may be attributed to civil education provided to women by the various NGOs. The female respondents may also be taken to have responded partly as women affected by the issue and partly as human resource managers. Anecdotal evidence also suggests that the majority of women in senior management positions are of the view that organizational set ups are still sites of resistance to women's changing status in the workplace and so are likely to be aware of strategies to counter-act them.

The scores from the male respondents also confirm that they share the views that have been expressed to the effect that women do not need affirmative action. It is telling that 50% of the

male respondents scored less than half on the affirmative action awareness aspects.

#### 4.3 ATTITUDES TOWARD AFFIRMATIVE ACTION DIRECTED AT EMPLOYMENT OF WOMEN

For purpose of scoring the responses in part two of the questionnaire, the following key was used.

Scale	Scores for positive statements	Scores for Negative statements
Strongly Agree	+2	-2
Agree	+1	-1
Neither agree nor Disagree	0	0
Strongly disagree	-1	+1
Disagree	-2	+2

If a respondent ticked strongly agree or agree for a positive statement, the score was 2 or 1, respectively. The same applied to negative statements. Agreeing or disagreeing with a negative statement earned a score of -1 and disagreeing with a positive statement earned the same. A zero was scored for neither agreeing nor disagreeing while strongly agreeing with negative statement and strongly disagreeing with a positive statement each fetched a score of -2.

Table 2.0 is a summary of the scores on the respondents' attitude toward the affirmative action.

Table 2.0: ATTITUDES TOWARD AFFIRMATIVE ACTION

Attitude	No. of respondents	Percentage
Positive	40	85.1%
Neutral	3	6.4%
Negative	4	8.5%
Total	47	100%

No. of respondents (n) = 47

Table 2.0 is a summary of the respondents scores on the respondents attitude toward affirmative action. The table shows that majority of the respondents had a positive attitude towards affirmative action directed at employment of women, although there are wide variations on certain attributes (See appendix 4).

No. of respondents (n) = 47

There does not seem to be any significant difference between attitudes held by the managers in both the public and the private sector since

## EFFECT OF GENDER AND ORGANIZATION ON HUMAN RESOURCE MANAGERS' ATTITUDES TOWARD AFFIRMATIVE ACTION

To facilitate this analysis, the data were disaggregated by nature of the organization, either public or private and by gender. Table 2.1 is a summary of the discerned attitudes toward affirmative action by nature of the organization while tables 2.2. and 2.3 are of attitudinal data disaggregated by gender.

Table 2.1: EFFECT OF ORGANIZATIONAL TYPE ON ATTITUDES TOWARDS AFFIRMATIVE ACTION

Attitude	Private Organization	Public Organization
Positive	24	16
Neutral	2	1
Negative	3	1
Total	29	18

No. of respondents (n) = 47

There does not seem to be any significant difference between attitudes held by the managers in both the public and the private sector since

over 80% in both cases had positive attitudes. The results were surprising since in the past the private sector had been found to be less welcoming to women than the public sector (Wariara, 1989). However,

the fact that they had a positive attitude does not mean that they would practice affirmative action to increase the participation of women. The

fact that majority of the respondents came from private organisations that were multi-nationals may have had something to do with the positive attitudes since these organizations have their home bases in countries that give no alternatives to organizations but to effect various aspects of affirmative action.

However, anecdotal evidence suggests that women who have made it to Research should be carried out to determine whether there would be any significant difference in attitudes towards affirmative action between private organizations that are locally owned and those that are international.

could be carried out to establish whether these respondents' attitude would be the same toward all levels of women employment, i.e., is their attitude positive toward increasing the participation of women in employment generally or would it change if the issue was attitude toward increasing of women in management positions?

Table 2.2: FEMALE ATTITUDES TOWARD AFFIRMATIVE ACTION

Attitude	No. of respondents	Percentage
Positive	25	100%
Neutral	0-	-
Negative	0-	-
Total	25	100%

No. of respondents (n) = 25

Table 2.3 summarises the attitudes of male respondents toward

Table 2.2 shows that all the female human resource managers had a positive attitude towards affirmative action directed at employment of women. This was expected because the matter affected them directly. However, anecdotal evidence suggests that women who have made it to the top without the benefit of affirmative action do not understand why others cannot accomplish the same (Sonia, 1996).

at the physically challenged persons.

Research should be carried out to establish whether these respondents' attitude would be the same toward all levels of women employment, i.e., is their attitude positive toward increasing the participation of women in employment generally or would it change if the issue was attitude toward increasing of women in management positions?

Table 2.3: MALE ATTITUDES TOWARD AFFIRMATIVE ACTION

Attitude	No. of respondents	Percentage
Positive	15	68.2%
Neutral	4	18.2%
Negative	3	13.6%
Total	22	100%

No. of respondents (n) = 22

Table 2.3 summarises the attitudes of male respondents toward affirmative action. 31.8% of them had either a neutral or negative attitude toward it. This was expected. As noted earlier, male attitudes towards gender-based affirmative action are inversely related to sexism. Research should be carried out to determine whether there would be any variance between the attitudes that the male respondents displayed in this case (study) with any other case, say affirmative action directed at the physically challenged persons.

The results were also not surprising since it had been envisaged that there would be a difference between the attitudes displayed by the female human resource managers with those of their male counter-parts.

## STATISTICAL TEST OF SIGNIFICANCE

To test whether the difference in attitudes between the female and male respondents was significant, the Mann-Whitney U-test was used. In calculating the U-test, all observations were treated in a combined way and ranked algebraically from smallest to largest. The largest negative score received the lowest rank. In case of ties, the average rank was assigned (See appendix 5).

From the test, a Mann U-value of 61 was obtained. Using the U values in appendix 5 with  $n_2 = 22$ , the critical value of 61 for  $\alpha = 0.5$  was obtained. The results were significant  $P = .048 < 0.5$ . since the calculated value was smaller than the critical value ( $61 > 58.5$ ), it was concluded that women had a more positive attitude than their male counter-parts. The rankings are presented in table 3.0.

Table 3.0: RANKING OF ATTITUDE SCORES BY GENDER

Females		Males	
Score	Rank	Score	Rank
13	29.5	-7	47
13	29.5	-6	46
13	29.5	-4	45
15	24.5	-3	44
15	24.5	0	41.5
15	24.5	0	41.5
15	24.5	0	41.5
16	20.5	6	40
16	20.5	8	34.5
18	16.5	8	34.5
18	16.5	8	34.5
18	16.5	8	34.5
18	16.5	8	34.5
18	16.5	8	34.5
19	13.5	8	34.5
19	13.5	9	32.5
19	13.5	9	32.5
20	12	9	32.5
21	7.5	14	28
22	8	16	20.5
23	7	16	20.5
28	5.5	19	13.5
32	3	21	9.5
34	2	21	9.5
38	1		

Table 3.0 shows that the female respondents obtained better ranking than their male counter-parts. This was expected because Kenya remains the only country in East Africa region where gender parity remains predominantly a concern for women. Kenyan men continue to treat any modest gains by women as favours, and male attitudes

continue to oscillate between benign ignorance and understated arrogance (Kituyi, 2001). This may be lent more credence by a comments such as the one made by Dominic Odipo made in the East African Standard on Friday March 30, 2001 on the appointment of Dr. Sally Kosgei as the head of the Public Service and Secretary to the Cabinet. His headline read, "rise and rise of Kosgei leaves gender lobby cold". He went on to say that the local gender lobby were lost for words because the appointment came hardly three weeks after President Moi had publicly stated that women had "small minds". According to the commentary, President Moi had delivered another political masterstroke! To add insult to injury, he went on to echo attitudes that have worked against women. He said that "according to gender extremists, Kosgei is an honorary man and will therefore not push the women's agenda any further than the men around her want it pushed".

The study confirmed this attitude, that affirmative action is seen as window dressing meant to lull women into a false sense of achievement.

the private organizations, the Mann-Whitney U-test was used. The resulting rankings are presented in table 3.2.

Table 3.1 SUMMARY OF MEAN RANK SCORES FOR MALE AND FEMALE RESPONDENTS

Sex	N	Mean rank	Sum of ranks
Female	25	15.12	378
Male	22	32.72	720
Total	47		

As shown in table 3.1, the mean attitude rank for women is less than that of men ( $15.12 < 32.72$ ), suggesting that women have a much more favourable attitude towards affirmative action compared to men. Therefore, women human resource managers are much more likely to support the introduction and implementation of affirmative action policies compared to their male counter-parts.

#### ATTITUDES TOWARD AFFIRMATIVE ACTION: PUBLIC VERSUS PRIVATE SECTOR HUMAN RESUORCE MANAGERS

To test whether there was any significant difference between the attitudes portrayed by the human resource managers in the public and the private organizations, the Mann-Whitney U-test was used. The resulting rankings are presented in table 3.2.

TABLE 3.2: RANKING OF ATTITUDE SCORES BY ORGANIZATION

Public		Private	
Score	Rank	Score	Rank
-3	44	-7	47
0	41.5	-6	46
8	34.5	-4	45
8	34.5	0	41.5
13	29.5	0	41.5
15	24.5	6	40
16	20.5	8	34.5
16	20.5	8	34.5
16	20.5	8	34.5
18	16.5	8	34.5
18	16.5	9	32.5
19	13.5	9	32.5
23	7	13	29.5
28	5.5	13	29.5
28	5.5	14	28
30	4	15	24.5
32	3	15	24.5
38	1	15	24.5
		16	20.5
		18	16.5
		18	16.5
		19	13.5
		19	13.5
		20	12
		21	7.5
		21	7.5
		21	7.5
		22	8
		34	2

Table 3.2 suggests that the respondents in the public organizations obtained higher rankings than their counter-parts in the private

organizations. However, these data should be treated with some caution since the sample of the public sector human resource managers is very small.

Type of Organization	N	Mean rank	Sum of ranks
Public	18	19	342.5
Private	29	25.8	749.5

The cautionary statement notwithstanding, the variance in attitude

between the public and the private sector human resource managers might have arisen from the fact that most manufacturing private organizations had less favourable attitudes towards affirmative action compared to the service oriented organizations.

This may be due to the Kenya Employment Act which prohibits employers from engaging women in certain industrial activities. The Act also provides that women are to work only between 6 a.m. and 6 p.m.

unless they are in certain exempted professions like nursing. These provisions may not augur well with manufacturing firms who may require people to sometimes work beyond the permitted hours.

However, as had been anticipated, the female human resource managers had a more favourable attitude towards affirmative action than their male counter-parts. This may be due to the fact that the respondents have risen to the top and are aware of the hurdles that they

TABLE 3.3:SUMMARY OF MEAN RANK SCORES: PUBLIC VS PRIVATE ORGANIZATIONS

Type of Organization	N	Mean rank	Sum of ranks
Public	18	19	342.5
Private	29	25.8	749.5
Total	47		

From table 3.3., the mean attitude rank for respondents in the public organizations is less than that of their counter-parts in the private organizations (19 < 26). This may be due to the fact that majority of the public organizations are service oriented and therefore are more welcoming to women than the private organizations which are more manufacturing oriented and therefore less welcoming to the women (ILO, 1996), as has been discussed above.

#### 4.4 DISCUSSION OF THE RESULTS

However, as had been anticipated, the female human resource managers had a more favourable attitude towards affirmative action than their male counter-parts. This may be due to the fact that the respondents have risen to the top and are aware of the hurdles that they

had to clear to do so. Majority of them may have been lucky to have had an education that majority of the women have been denied due to cultural drawbacks. It is worth noting that, when the affirmative Bill was introduced in Kenya, majority of the most vocal critics were men. Characteristic of the criticism that was handed to the proponents of the Bill, was what C. Omolo wrote in the Daily Nation of fourteenth February, 2001. He said that the controversy over the Affirmative Action Bill was becoming obnoxious mainly because of insinuations by women's leaders that women can only be protected through subjective legislation. He argued that affirmative action would contravene the juridical equality guaranteed by the constitution.

On the above stance, others felt that due to this juridical equality, the best way to end discrimination against women or any other section of the society is the respect of the constitution and educating Kenyans on their rights, self-esteem, self-determination and absolute respect for the rights of others.

Despite these largely negative sentiments, there are also men who came out in support of the Affirmative Action Bill. Examples are various male M.Ps who argued that the affirmative action was necessary to ensure fundamental justice in the distribution of opportunities and resources.

Other men also argued that government has a key role in ensuring gender equality by removing legal barriers and changing policies that complement restrictive customs.

The results of the study clearly show that support for gender equality still remains an abstraction to many and an irrelevance to even more. This may be attributed to cultural stereotypes and socialisation patterns that have stood obstinately in the way of gender equality the world over. The skewed distribution of social and economic benefits and entitlements have prevailed the world over but it is in the developing countries like Kenya where such disparities are more apparent. Although programmes are now being advocated to address such issues as power sharing between women and men at home and in politics, the most important area to focus on in the researcher's view, is the women's economic

empowerment. In the face of increasing poverty, 80 per cent of women-headed households are classified as poor or very poor. Four out of five Kenyan women work in the agricultural sector mainly in small-scale subsistence farming. Their participation in wage employment rose from 26.2 per cent in 1995 to 29.3 per cent in 1998, the majority concentrated

in the education and agricultural sectors. Although women contribute 70 per cent of the agricultural workforce, they control only eight per cent of it's operations and one out of six women are unemployed, compared with one out of 11 men (Kenya Bureau of Statistics, 2000).

These are not issues that the juridical equality in the constitution can solve. A lot more needs to be done and affirmative action seems to be a first step worth exploring considering the experiences that other countries in the region have had.

#### 4.5 IMPLEMENTATION OF AFFIRMATIVE ACTION

To determine the activities which a human resource manager would support in an organization towards implementation of affirmative action,

the percentage of respondents checking off every statement provided in part three of the questionnaire was evaluated. This is presented in table 4.0.

TABLE 4.0: SUMMARY OF ACTIVITIES THAT HUMAN RESOURCE MANAGERS WOULD SUPPORT

Activity	Percentage
a) Encourage women to apply for jobs	91.7%
b) Provide developmental training to all employees	100%
c) Ensure that all employees have equal benefits	83.3%
d) Ensure that gender differences are taken into account when distributing resources and tasks	75%
e) Develop a policy on sexual harassment	83.3%
f) Take measures to ensure that women have requisite skills	66.7%
g) Allow women time off to care for sick children	83.3%
h) Reach out to women by targeting colleges, ethnic media or women organizations	41.7%
i) Address hidden biases in recruitment, hiring, promotion and compensation practices	41.7%
j) Set flexible goals for managers and supervisors	66%
k) Advocate for the segregation of men's jobs and women's jobs for valuation purposes	0%

From the above table, it is clear that most respondents seemed inclined to encourage/support some activities towards affirmative action in their organization. All the respondents were in agreement that developmental training should be provided to all employees. However, none of the respondents would advocate for the segregation of men's and women

jobs for valuation purposes. Also, majority of the respondents did not think that they would target colleges, ethnic media or women organizations in order to reach out to women.

TABLE 4.1: COMPARATIVE ANALYSIS BY GENDER OF ACTIVITIES THAT HUMAN RESOURCE MANAGERS WOULD SUPPORT BY GENDER

Activity	Females %	Males %
a) Encourage women to apply for jobs	100%	85.7%
b) Provide developmental training to all employees	100%	100%
c) Ensure that all employees have equal benefits	80%	85%
d) Ensure that gender differences are taken into account when distributing resources and tasks	100%	71%
e) Develop a policy on sexual harassment	100%	71%
f) Take measures to ensure that women have requisite skills	80%	57%
g) Allow women time off to care for sick children	100%	70%
h) Reach out to women by targeting colleges, ethnic media or women organizations	60%	28.6%
i) Address hidden biases in recruitment, hiring, promotion and compensation practices	80%	71%
j) Set flexible goals for managers and supervisors	60%	71%
k) Advocate for the segregation of men's jobs and women's jobs for valuation purposes	0%	0%

The above table shows generally that the female respondents would encourage/implement more activities in the organization toward affirmative action targeted at women employment. More male respondents (85% versus 80%) of their female counter-parts said they would ensure that all employees have equal benefits. Only 28.6 percent

of the men said that they would reach out to women by targeting colleges, ethnic media or women organizations compared to 60% of the female respondents. The female respondents are likely to be more supportive of strategies that would increase the participation of women in employment.

TABLE 4.2: COMPARATIVE ANALYSIS BY NATURE OF ORGANIZATION OF ACTIVITIES THAT HUMAN RESOURCE MANAGERS WOULD SUPPORT

ACTIVITY	PUBLIC %	PRIVATE %
a) Encourage women to apply for jobs	100%	80%
b) Provide developmental training to all employees	100%	100%
c) Ensure that all employees have equal benefits	85.7%	80%
d) Ensure that gender differences are taken into account when distributing resources and tasks	71%	80%
e) Develop a policy on sexual harassment	86%	80%
f) Take measures to ensure that women have requisite skills	71.4%	60%
g) Allow women time off to care for sick children	71%	100%
h) Reach out to women by targeting colleges, ethnic media or women organizations	28.6%	60%
i) Address hidden biases in recruitment, hiring, promotion and compensation practices	86%	60%
j) Set flexible goals for managers and supervisors	57%	80%
k) Advocate for the segregation of men's jobs and women's jobs for valuation purposes	0%	0%

The above table shows that all the respondents in public organizations said that they would encourage women to apply for jobs and also

provide developmental training to all employees. However, only 28.6% of respondents in the public sector as compared to 60% in the private sector, felt that they would reach out to women by targeting colleges, ethnic media or women organizations. This would most likely be because, unlike private organizations, public organizations hardly conduct such hiring outreach activities. The private organizations are more likely to do that especially in colleges where they compete for the best academic students.

#### 5.1 SUMMARY

100% of respondents from the private organizations said that they would allow women time off to care for sick children compared to 71% from the public organizations. Though the reasons for such a response were not elicited, it may be an indication of a problem that women in the private organizations have encountered and would therefore advocate for changes towards it.

## CHAPTER 5

### 5.0 SUMMARY AND CONCLUSIONS

This chapter summarises the findings of the study. It also includes conclusions and limitations of the study and suggestions for future research.

#### 5.1 SUMMARY

In summary, the study shows that the human resource managers who participated in the study had a more than average level of awareness/knowledge of the affirmative action concept. It was noted especially that majority were aware of the fact that it is concerned with all disadvantaged persons in society and that it promotes equal employment opportunities. However, much as they agreed that it was concerned with the disadvantaged, it was not overwhelmingly felt that compensating people for past discrimination was a necessity for

affirmative action nor was affirmative action found to require special mentoring, remedial education and training.

Most respondents were also found to have a positive attitude toward the concept especially the fact that it is necessary to mobilize the economic and social potential of women for the common good of an organization. Most respondents also agreed that women have as much ability to learn new methods as other employees. Between the female and male respondents, there was a wide variation on a number of issues namely:

- On baby care facilities;
- Whether women are widespread victims of discrimination in employment; and
- Whether affirmative action is necessary to compensate women for past discrimination and disadvantage suffered by women as a group.

This variation was expected due to what was noted in the background, that is, that various attitudes toward certain concepts are shaped by people's attitudes towards the object of discussion. Most neutral

attitudes were on issues like whether paternity leave should be granted and whether women make better employees. Since the study gave no room for reasons behind the various responses, no conclusive position can be arrived at. What should be noted at this point is that most of the respondents had a positive attitude towards the concept and this has management implications in the workplace.

On leanings towards implementation of various affirmative action activities, 100% of the respondents said that they would provide developmental training to all employees. Majority of them also said that they would encourage women to apply for jobs.

There was a significant difference, however, between the type of activities that female respondents would initiate/support and those that their male counter-parts would. 100% of the female respondents said that they would encourage the following:

- Application for jobs by women;
- Provision of developmental training to all employees;

- 5.2 - CON Ensuring that gender differences are taken into account when distributing resources and tasks; and
- Allowing women time off to care for sick children.

This is to be expected considering that these issues are of concern to most women in employment. These are issues that have a direct impact on their performance in the workplace. It is not clear why only 60% of the female respondents would advocate for the setting of flexible goals for managers and supervisors compared to 71% of their male counter-parts.

(Warlana, 1989).

Noticeable also was the male responses on addressing hidden biases in recruitment, hiring, promotion and compensation practices. Only 28.6% of them said they would recommend it in their organization. This may reflect a common attitude among the male respondents where many of them said that women have equal employment opportunities with men and that there is nothing that hinders women from top management positions.

## 5.2 CONCLUSIONS

The findings of the study point to the fact that generally, human resource managers are aware of what affirmative action entails and have a positive attitude toward it. This means that they would support the use of explicit short and long-term bound targets or measurable goals to promote progress towards gender equity in employment. This would be seen as an eye-opener especially since in the past, the private sector has been much less welcoming to women workers than the public sector (Wariara, 1989).

Support of affirmative action in the work place, though not a panacea to acknowledged gender disparities would be a powerful signal to organizations that it is wrong to discriminate against women. Such support would also help in changing of attitudes and behaviour toward women and would be a big step in the right direction of equal opportunities and treatment in the work place.

Finding out that majority of human resource managers have a positive attitude toward affirmative action was important because these are the people who have the duties to ensure systematic monitoring of disparities in employment practices toward different groups and the establishment of clear norms regarding the importance of equity in the workplace.

### 5.3 LIMITATIONS OF THE STUDY

The scope and depth of the study was limited by the time factor. Owing to the short time within which the study was to be completed, it was not possible to follow up and collect all the questionnaires. Out of the sixty-five questionnaires distributed only forty-seven were collected. The study had also been designed in a way that would be accommodated by the limited time available. It was therefore not exhaustive since it was limited to Nairobi.

The study also had more respondents from the private sector since the civil service was represented by only two respondents. These may not

conclusively be taken to be sample representatives of all managers in the public sector.

The respondents were also not asked to state the reasons behind their answers and therefore to arrive at the made conclusions, the study drew a lot from the background to the study and the literature review.

#### **5.4 SUGGESTIONS FOR FUTURE RESEARCH**

From the study, it was not possible to find out the reasons behind the respondents' attitude. Further research should be conducted to determine why certain attitudes are held.

The study also confined itself to organizations in Nairobi. Research should be carried out to determine whether respondents from other areas that have rural life influence would have the same attitudes and same level of awareness/knowledge of the different aspects of affirmative action, like those found in Nairobi.

Research should also be carried out to determine the attitudes that the ordinary Kenyans have toward affirmative action since in the near future, they may be called upon to support legislation towards it since a motion has already been passed in Parliament to that effect.

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## APPENDIX 1

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He/she is required to submit as part of his/her coursework assessment a  
research project report on some management problem. We would like  
the students to do their projects on real problems affecting firms in  
Kenya. We would, therefore, appreciate if you assist him/her by allowing  
him/her to collect data in your organization for the research.

Thank you.

DR. MARTIN OGUTU  
LECTURER & CO-ORDINATOR, MBA PROGRAMS

## APPENDIX 2

List of Firms

### TO WHOM IT MAY CONCERN

The bearer of this letter: MARYANN M. NJAU

Registration No: D61/p/8411/98

is a master of Business & Administration student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on some management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

Thank you.

DR. MARTIN OGUTU  
LECTURER & CO-ORDINATOR, MBA PROGRAMME

### APPENDIX 3

#### List of Firms

1. 3819 A S P COMPANY LTD
2. 9593 ABERCROMBIE & KENT LTD
3. 8201 ACCESS INSURANCE CO.LTD
4. 6003 ACHELIS (KENYA) LTD
5. 5201 ACTAF CONSTRUCTION LTD
6. 9340 ACTION AID KENYA LTD
7. 6118 AFARIS COMPANY
8. 3419 AFRI INTERNATIONAL (K) LTD
9. 3419 AFRI PACKAGING & PRINTING LTD
10. 6218 AFRICAN HERITAGE LTD
11. 3419 AFRICAN PACKAGING & PRINTING
12. 3830 AFRICAN RADIO MFG CO LTD
13. 6217 AFRICAN RET TRADERS (K) LTD
14. 3819 AFRICAN STEEL PIPE CO LTD
15. 6320 AFRICAN TOURS & HOTELS LTD
16. 6118 AFRO ENTERPRISES LTD
17. 6112 AGIP (K) LTD
18. 8102 AGRICULTURAL DEVELOPMENT CORP
19. 8102 AGRICULTURAL FINANCE CORP
20. 1120 AGRICULTURAL SOCIETY OF KENYA
21. 6002 ALFA MOTORS LTD
22. 8101 ALGEMENE BANK NEDERLAND NV
23. 9391 ALL AFRICA CONF OF CHURCHES
24. 6320 ALLIANCE HOTELS
25. 3550 ALLIED RUBBER INDUSTRIES LTD
26. 8102 ASILI CO-OP.SAV & CRE SOC.
27. 3830 ASSOCIATED BATTERY MFRS E A L
28. 3819 AUTO ANCILLARIES LTD
29. 9513 AUTO DIESEL & ELECTR SERV LTD
30. 3134 CADBURY SCHWEPPE (K) LTD
31. 6001 CENTRAL MOTOR SERVICE
32. 9310 CENTRAL ORG OF TRADE UNIONS
33. 8101 CITIBANK N.A.

34. 6001 CMC MOTORS GROUP LTD
35. 3523 COLGATE PALMOLIVE (E A) LTD
36. 8101 COMMERCIAL BANK OF AFRICA
37. 8201 CONCORD INSURANCE CO LTD
38. 8101 CO-OPERATIVE BANK OF KENYA LT
39. 8101 DIAMOND TRUST BANK (K) LTD
40. 3813 EAST AFRICAN SPECTRE
41. 7114 EXPRESS (K) LTD
42. 9340 FAMILY PLANN ASSOC OF KENYA
43. 3111 FARMERS CHOICE LTD
44. 6218 FIDELITY SHIELD INSURANCE CO
45. 6118 FINCRAFT INTERNATIONAL LTD
46. 3550 FIRESTONE E A (1969) LTD
47. 8101 FIRST AMERICAN BANK OF (K)
48. 6002 GAILEY & ROBERTS LTD
49. 8201 GATEWAY INSURANCE CO LTD
50. 8322 GATHONGO & COMPANY
51. 6218 FIDELITY SHIELD INSURANCE CO
52. 6118 FINCRAFT INTERNATIONAL LTD
53. 3550 FIRESTONE E A (1969) LTD
54. 8101 FIRST AMERICAN BANK OF (K)
55. 6002 GAILEY & ROBERTS LTD
56. 8201 GATEWAY INSURANCE CO LTD
57. 8102 INDUSTRIAL DEVELOPMENT BANK
58. 8201 INSURANCE CO OF EA LTD
59. 8201 JUBILEE INSURANCE CO LTD
60. 8101 KENYA COMMERCIAL BANK LTD
61. 6118 KENYA PIPELINE CO LTD
62. 6112 KENYA SHELL LTD
63. 1120 KENYA TEA DEVELOPMENT AGENCY
64. 8329 KENYA UNION OF SAVINGS AND
65. 3131 KENYA WINES AGENCIES LTD
66. 6112 KOBIL PETROLEUM
67. 5201 M R SHAH CONSTRUCTION (K) LTD
68. 6118 MAGNUM INTERNATIONAL LTD
69. 9513 MARSHALLS (EA) LTD
70. 6112 MOBIL OIL KENYA LTD
71. 9491 MUTHAIGA GOLF CLUB

## APPENDIX 4

### QUESTIONNAIRE

#### PART I

1. Which of the following statements do you think are true about affirmative action?

If there are others that you consider to be true but have not been provided, please write them down in the space for "other ....."

- |  | Strongly agree           | Agree                    | Neither agree or disagree | Disagree                 | Strongly disagree        |
|--|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|
| (a) It is concerned with women issues only   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (b) It is concerned with all disadvantaged persons in a society  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (c) The key goal is to hire unqualified women  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (d) Affirmative action is largely practiced in international organizations                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (e) Preferential promotion is an aspect of affirmative action  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (f) It promotes equal employment opportunities   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (g) Organizations should implement affirmative action programmes   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (h) The immediate goal is advancement of women   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (i) Affirmative action programmes are evidenced by the number of women top managers in an organization       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (j) It is necessary to compensate people for past discrimination   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (k) It should help women move horizontally into labour sectors that have traditionally been reserved for men | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (l) It is a temporary measure  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (m) It is one strategy. It's success depends on other types of anti-subordination measures that support it   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (n) A method to encourage performance and support promotion of women   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (o) Includes special mentoring remedial education and training   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (p) It is different from protective measures.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |
| (q) Other (specify)  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> |

.....

.....

.....

PART II

Indicate with a tick in the corresponding box  the extent to which you agree or disagree with each of the following statements.

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
	5	4	3	2	1
a) In my opinion women have equal employment opportunities with men	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) There is nothing that hinders women from top management positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Most organizations are unfair to women employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Women make better employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) In a case where two people can do a job equally well, the woman should be picked for the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Women have as much ability to learn new methods as other employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Affirmative action policies should not be forced on organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) Affirmative actions have no influence on society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) The human resource department should spearhead affirmative actions in an organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) Organizations should provide baby care facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- |   |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| k) Women should not forfeit their annual leave when they go on maternity leave  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| l) Organizations should consider granting paternity leave   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| m) Affirmative action and equal employment opportunities are not contradictory concepts   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| n) Affirmative action is necessary to redress the imbalance between men and women in employment                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| o) Affirmative action is necessary to mobilize the economic and social potential of women for the common good of an organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| p) Affirmative action is necessary to compensate women for past discrimination and disadvantage suffered by women as a group      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| q) Company size is not an obstacle to affirmative action  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| r) Affirmative action is likely to be successful in the private sector  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| s) Women are not widespread victims of discrimination in employment   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART FOUR

**PART 3:**

1. Which of the activities below are indicative of what you would recommend to your organization (Please tick in the appropriate space otherwise leave blank)
- 1. (a) Encourage women to apply for jobs [ ]
  - 2. (b) Provide developmental training to all employees [ ]
  - 3. (c) Ensure that all employees have equal benefits [ ]
  - 4. (d) Ensure that gender differences are taken into account when distributing resources and tasks [ ]
  - 5. (e) Develop a policy on sexual harassment [ ]
  - 6. (f) Take measures to ensure that women have the requisite skills [ ]
  - 7. (g) Allow women time off to care for sick children [ ]
  - 8. (h) Reach out to women by targeting colleges, ethnic media or women organizations [ ]
  - 9. (i) Address hidden biases in recruitment, hiring, promotion and compensation practices such as unnecessary job requirements. [ ]
  - 10. (j) Set flexible goals for managers and supervisors [ ]
  - 11. (k) Advocate for the segregation of men's jobs and women's jobs for valuation purposes [ ]

8. Is your organization  
Public   
Private

9. If your organization is not public is it  
Locally owned   
Multinational   
Other (specify) .....

Thank you for your assistance.

## PART FOUR

To assist in the analysis of your answers please provide the following information.

1. You are a: Female  Male
2. How long have you been a human resource Manager? .....
3. What is the age of your last child? ..... years ..... Months
4. What is the principal business of your organization?  
Manufacturing  Service
5. How many employee does your organization have? .....
6. How many employees in the organization are considered as part of management? .....
7. Of these managers, how many are women?.....
8. Is your organization  
Public   
Private
9. If your organization is not public is it  
Locally owned   
Multinational   
Other (specify) .....

Thank you for your assistance.

**APPENDIX 5**

**SCORES FOR THE ATTITUDINAL STATEMENTS (SECTION B) OF THE QUESTIONNAIRE**

KEY: PU – PUBLIC ORGANIZATION; PR – PRIVATE ORGANIZATION

NO	SEX	ORG	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	TOTAL
1	M	PU	1	-1	0	0	-1	1	0	0	1	0	1	2	1	2	1	2	1	0	-1	8
2	M	PU	0	0	2	1	0	2	0	0	1	0	-1	-1	0	2	1	1	1	0	-1	8
3	F	PU	-1	1	0	0	1	2	-1	1	2	0	2	0	2	1	1	1	2	0	1	15
4	F	PU	-2	0	2	2	-2	2	2	2	2	0	0	0	2	2	1	2	1	1	1	18
5	F	PR	1	-1	1	1	0	2	-1	1	1	1	2	2	1	1	1	1	1	-1	-1	13
6	M	PU	1	-1	-1	0	-1	2	-1	-2	-2	0	1	1	-1	0	1	-1	1	1	-1	-3
7	M	PU	0	1	1	-2	-1	2	-1	-1	1	0	-2	0	-1	-1	-2	0	-1	-2	0	0
8	F	PU	-2	0	2	2	-2	2	2	2	2	0	0	0	2	2	1	2	1	1	1	18
9	M	PU	1	1	0	1	1	2	-1	-1	1	2	2	1	1	1	2	0	1	0	1	16
10	F	PU	1	-1	1	1	0	2	-1	1	1	1	2	2	1	1	1	1	1	-1	-1	13
11	F	PR	-2	0	2	2	-2	1	1	2	1	0	0	0	1	1	1	2	2	2	1	15
12	M	PR	-1	-1	-1	0	1	1	-1	-1	-1	0	1	-2	0	1	-1	-1	1	-1	-1	-7
13	F	PR	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	-1	1	34
14	F	PR	-2	0	2	2	-2	2	2	2	2	0	0	0	2	2	1	2	1	1	1	18
15	F	PR	1	-1	1	1	0	2	-1	1	1	1	2	2	1	1	2	2	2	1	1	20
16	M	PR	2	2	2	-1	0	2	-2	2	1	0	2	2	2	2	2	0	2	-1	2	21
17	M	PR	1	-1	0	0	-1	1	0	0	1	0	1	0	1	2	1	2	1	0	-1	8
18	M	PR	0	0	2	1	0	2	0	0	1	0	-1	-1	0	2	1	1	1	0	-1	8
19	F	PR	-1	1	0	0	1	2	-1	1	2	0	2	0	2	1	1	1	3	0	1	15
20	M	PR	1	-1	0	0	-1	1	0	0	0	-1	0	1	-1	1	-1	-1	-2	0	0	-4
21	F	PR	1	-1	1	1	0	2	-1	1	2	2	1	1	2	2	1	1	2	2	2	21
22	F	PU	1	2	2	1	1	2	2	2	2	1	2	2	2	1	1	2	1	2	1	30
23	M	PR	0	0	2	1	0	1	0	0	2	0	1	0	1	1	1	1	1	1	1	14

24	M	PR	1	-1	1	0	-1	2	-1	2	2	0	1	1	-1	0	1	-1	1	1	1	9
25	M	PR	0	1	1	-2	-1	0	-1	-1	1	0	0	0	1	1	0	-1	0	0	1	0
26	F	PR	-2	0	2	2	-2	1	1	2	1	0	0	0	2	1	2	1	2	1	2	15
27	M	PR	1	-1	0	0	-1	1	0	0	1	0	1	0	1	1	1	2	1	0	-1	6
28	M	PR	0	0	2	1	0	2	0	0	1	0	-1	-1	0	2	1	1	1	0	-1	8
29	F	PR	1	1	1	1	-1	1	2	2	1	1	0	0	0	1	2	2	1	2	0	18
30	F	PU	2	2	2	2	1	2	2	1	2	1	1	2	2	2	2	1	1	2	2	32
31	F	PU	1	-1	1	1	0	2	-1	1	1	1	2	2	1	1	2	2	1	1	1	19
32	M	PR	0	1	1	-2	-1	0	-1	-1	1	0	0	0	1	1	0	-1	0	0	1	0
33	F	PU	1	0	2	2	-1	2	2	2	2	1	1	0	2	2	1	2	0	1	1	23
34	F	PU	2	2	2	2	2	2	0	2	1	1	2	2	0	2	1	2	0	1	1	28
35	M	PR	2	2	2	-1	0	2	-2	2	1	0	2	2	2	2	0	2	-1	2	0	19
36	M	PR	1	-1	1	0	-1	2	-1	2	2	0	1	1	-1	0	1	1	-1	1	1	9
37	F	PR	-1	0	2	2	-1	1	2	2	2	0	1	-1	2	2	1	2	1	1	1	19
38	F	PR	1	0	-1	1	1	1	-1	2	0	1	2	2	1	1	1	1	0	1	-1	13
39	F	PU	2	1	2	1	1	2	2	2	2	1	1	1	1	1	2	2	1	2	1	28
40	F	PU	-2	0	2	1	1	1	1	2	2	-2	1	0	0	2	2	1	2	1	1	16
41	F	PU	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	38
42	M	PR	0	0	2	1	0	2	-2	2	1	0	2	2	2	2	2	2	1	1	1	21
43	F	PU	1	-1	1	1	0	2	-1	1	1	1	2	2	1	1	1	2	0	1	0	16
44	M	PR	1	-1	0	0	-1	1	0	0	1	0	1	0	0	1	2	1	2	1	-1	8
45	M	PR	2	2	2	-1	0	2	-2	2	1	0	2	2	2	2	2	0	-1	0	-1	16
46	F	PR	2	1	1	0	1	2	1	1	1	1	2	1	2	2	1	1	1	0	1	22
47	M	PR	0	1	1	-2	-1	2	-1	-1	1	0	-2	0	1	-1	-1	0	0	-1	-1	-6
48																						
49																						
50																						

## APPENDIX 6

Partial Table of Critical Values of U in the Mann-Whitney Test

Critical Value of U for a One-Tailed Test at  $\alpha = .25$  or a Two-Tailed Test at  $\alpha = .05$

$$U = n_1 n_2 + \frac{n_1(n_1 + 1)}{2} - R_1$$

Where  $n_1$  = number in sample 1

$n_2$  = number in sample 2

$R_1$  = sum of ranks in sample 1.

$n_1/n_2$	9	10	11	12	13	14	15	16	17	18	19	20
1												
2	0	0	0	1	1	1	1	2	2	2	2	2
3	2	3	3	4	4	5	5	6	6	7	7	8
4	4	5	6	7	8	9	10	11	12	13	13	14
5	7	8	9	11	12	13	14	15	17	18	19	20
6	10	11	13	14	16	17	19	21	22	24	25	27
7	12	14	16	18	20	22	24	26	28	30	32	34
8	15	17	19	22	24	26	29	31	34	36	38	41
9	17	20	23	26	28	31	34	37	39	42	45	48
10	20	23	26	29	33	36	39	42	45	48	52	55
11	23	26	30	33	37	40	44	47	51	55	58	62
12	26	29	33	37	41	45	49	53	57	61	66	69
13	28	33	37	41	45	50	54	59	63	67	72	76
14	31	36	40	45	50	55	59	64	67	74	78	83
15	34	39	44	49	54	59	64	70	75	80	85	90
16	37	42	47	53	59	64	70	75	81	86	92	98
17	39	45	51	57	63	67	75	81	87	93	99	105
18	42	48	55	61	67	74	80	88	93	99	106	112
19	45	52	58	65	72	78	85	92	99	106	113	119
20	48	55	62	69	76	83	90	98	105	112	119	127

**APPENDIX 7**

Partial Table of Critical Values of U in the Mann-Whitney Test  
 Critical Values for One-Tailed Test at  $\alpha = .25$  or a Two-Tailed Test at  $\alpha = .05$

n1/n2	9	10	11	12	13	14	15	16	17	18	19	20
1												
2	0	0	0	1	1	1	1	2	2	2	2	2
3	2	3	3	4	4	5	5	6	6	7	7	8
4	4	5	6	7	8	9	10	11	12	13	13	
5	7	8	9	11	12	13	14	15	17	18	19	20
6	10	11	13	14	16	17	19	21	22	24	25	27
7	12	14	16	18	20	22	24	26	28	30	32	34
8	15	17	19	22	24	26	29	31	34	36	38	41
9	17	20	23	26	28	31	34	37	39	42	45	48
10	20	23	26	29	33	36	39	42	45	48	52	55
11	23	26	30	33	37	40	44	47	51	55	58	62
12	26	29	33	37	41	45	49	53	57	61	66	69
13	28	33	37	41	45	50	54	59	63	67	72	76
14	31	36	40	45	50	55	59	64	67	74	78	83
15	34	39	44	49	54	59	64	70	75	80	85	90
16	37	42	47	53	59	64	70	75	81	86	92	98
17	39	45	51	57	63	67	75	81	87	93	99	105
18	42	48	55	61	67	74	80	86	93	99	106	112
19	45	52	58	65	72	78	85	92	99	106	113	119
20	48	55	62	69	76	83	90	98	105	112	119	127

Critical Values for One-Tailed Test at  $\alpha = .05$  or a Two-Tailed Test at  $\alpha = .10$

n2/n1	9	10	11	12	13	14	15	16	17	18	19	20
1											0	0
2	1	1	1	2	2	2	3	3	3	4	4	4
3	3	4	5	6	7	8	9	9	10	11		
4	6	7	8	9	10	11	12	13	14	15	16	17
5	9	11	12	13	15	16	18	19	20	22	23	25
6	12	14	16	17	19	21	23	25	26	28	30	32
7	15	17	19	21	24	26	28	30	33	35	37	39
8	18	20	23	26	28	31	33	36	39	41	44	47
9	21	24	27	30	33	36	39	42	45	48	51	54
10	24	27	31	34	37	41	44	48	51	55	58	62
11	27	31	34	38	42	46	50	54	57	61	65	69
12	30	34	38	42	47	51	55	60	64	68	72	77
13	33	37	42	47	51	56	61	65	70	75	80	84
14	36	41	46	51	56	61	66	71	77	82	87	92
15	39	44	50	55	61	66	72	77	83	88	94	100
16	42	48	54	60	65	71	77	83	89	95	101	107
17	45	51	57	64	70	77	83	89	96	102	109	115
18	48	55	61	68	75	82	88	95	102	109	116	123
19	51	58	65	72	80	87	94	101	109	116	123	130
20	54	62	69	77	84	92	100	107	115	123	130	138