

DECLARATION

**FACTORS AFFECTING CAREER MOBILITY OF WOMEN TO
EXECUTIVE POSITIONS IN THE KENYAN CIVIL SERVICE**

PRESENTED BY

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE IN MASTER OF BUSINESS ADMINISTRATION
(MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

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DECLARATION

I declare that this management research project is my original work and has not been submitted for a degree in any other University.

Signed.....*Maina*..... Date *12/11/2010*.....

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D61/7042/2007

This management research project has been submitted for examination with my approval as University Supervisor.

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ACKNOWLEDGEMENT

DEDICATION

To my husband Justus Maina - my best friend - for your love, support and belief in me. Thank you for pushing me when it would have been so much easier to simply give up.

To my children Faith Wangeci, George Runo and Joy Muthoni. You have all brought us a lot of happiness in our lives.

I love you with all my heart.

I also wish to thank lecturers; Florence Mundi and George Ombodi from the School of Business at the University of Nairobi for their directions and suggestions during my MBA research project writing and presentation. On a personal note I am also grateful to my family and friends and I look forward to celebration with them.

To my husband Justus, I wish to publicly recognize the loving support and gentle encouragement you have offered. Your contribution has been important and I am indeed fortunate to have such a person in my life. Special thanks to my lovely children Faith, George and Joy; you are the source of my motivation to work hard.

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I also wish to thank lecturers; Florence Muindi and George Omondi from the School of Business at the University of Nairobi for their directions and suggestions during my MBA research project writing and presentation. On a personal note I am also grateful to my family and friends and I look forward to celebration with them.

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ABSTRACT

The concept of career insight relates to the realism that individuals have about themselves and their careers. Those who are high in career insight have realistic perceptions of themselves and the company and relate these perceptions to career goals. Civil Service in Kenya plays a major role in implementation of Government policies and is thus expected to be impartial to gender stratification as development policy calls for empowering both men and women to be equal partners in development, administratively competent, politically neutral and imbued with the spirit of service to the nation. This study sought to establish the factors that affect the advancement and mobility of women to executive positions in the Kenyan Civil Service.

The study adopted a cross-section survey research design on a target population of eight hundred and thirty eight (838) female officers in Job Group 'P' and above in forty (40) ministries/departments in the Kenyan Civil Service as at August 2010. The study used stratified sampling technique to come up with a sample size of two hundred and fifty two (252) female officers. The study used semi-structured questionnaire which was analyzed using descriptive statistics.

The findings of this study are that factors such as corporate culture, gender-related, attitude, education, social-Cultural and socialization factors affect career mobility of women to top executive positions in Kenyan civil service. The challenges, that hinge on these factors, such as lack of mentors, lack of networking, gender biases as indicated by male attitude towards women, inability to balance domestic and work demands and impartiality by supervisors were the major hindrance to women's appointment to executive positions (career mobility).

Based on the findings, it is recommended that the government provides support to women to enable them acquire education and training to equip them with knowledge, skills, and competence necessary for career mobility to executive positions. Women should be sensitized on their rights within the laws and other gender-based issues. Efficient team building in the Kenyan Civil Service should be emphasized to ensure proper networking and monitoring. All leaders should be sensitized on the importance of

role modeling and mentoring. The government should enact family friendly laws that allow for flexible time, children day care, among other related gender issues. The government needs to ensure that all policies and laws on gender and development are fully implemented and monitoring and evaluation done regularly.

It is also recommended that further research be undertaken on the women's role in economic development; and a comparative study between men's and women's perceptions of the factors affecting women career mobility to executive positions in the Kenyan Civil Service.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The United Nations, in an attempt to reduce global discrimination against women, initiated a series of conferences, declarations, covenants and conventions most of which were to provide generally acceptable models of legal equality of the sexes. The United Nations Decade for Women (1975-1985) did not only help to identify and remove some of the obstacles women face but raised the status of women at national, regional and international levels. It therefore seems ironical that a scholar has referred to the period of 1975-1980 as the most bleak in women's history in relation to men vis-à-vis employment rights and opportunities for top jobs (Gibbs, 1981).

Discrimination against women and failure to recognize the value of their contribution to society has been common in both developed and developing countries, particularly before the Second World War. Cultural beliefs and traditional prejudices often reinforced by laws resulted in their having less access to resources, lower income, less access to credit, education, employment and decision-making position (Lynn, 1991).

As at 31st October 1989, only five out of the 159 United Nations member states had women heads of state. A total of 99 countries had no woman in ministerial decision-making positions. Studies further revealed that in 50 countries women were completely absent from all four of the highest levels of decision making. In only four countries did women hold more than 20 per cent of top decision making positions. Even though many countries have laws and policies which establish equal pay and employment rights, in practice, however, women do not stand an equal chance of promotion. This could be attributed to the attitudinal and ideological obstacles of equality, that is, society's definitions of status and sex roles (Nzomo, 1990).

Women in top management is broadly defined to mean those women who occupy the highest position in any public or private sector, organization or institution. In other words, the top manager is conceived as the top three individuals who exercise the ultimate authority and decision making power in a given establishment. It also includes

female heads of departments in large organization of over 200 employees, boards and board members who also play a major role in decision making. This state of affairs is the same in Africa, Kenya being no exception. The Kenya case is such that even with the proliferation of women organizations with their corresponding income generating, educational and other activities for women advancement, the participatory role of women in decision making, especially in the public sector remains minimal (Walters and Mason, 1994).

1.1.1 Career mobility

Non-governmental organizations (NGOs) particularly those with international affiliations are seeking to redress gender imbalances and therefore make a special effort to talent spot, recruit and promote women (Asplund, 1988). The civil service procedures for recruitment and promotion are gender-blind; they are laid down and supposed to be strictly adhered to. Consequently, if regulations are strictly adhered to, it is difficult to discriminate against in subtle and not so subtle ways.

Employment in the civil service has been seen to offer certain attractions over the private sector, some of which may have particular appeal to women. These attributes include high levels of job security and stability, substantial pension and fringe benefits, established work hour regimes with less pressure for overtime, and measures to protect and equalize women's employment which are ahead of the private sector. Despite the civil service often leading the way in terms of fair employment practices, as at 31st December 1991, married women civil servants were not entitled to the housing allowances and medical benefits offered to the male colleagues (Olewe-Nyunya, 1992).

Career development was traditionally seen as the "succession of related jobs, arranged in a hierarchy of prestige, through which persons move in an ordered and predictable sequence" (Koskina, 2008). In this context, traditional careers, defined by a bureaucratic system of vertical advancement across organizational hierarchy and linked to lifelong employment and security of tenure, have dominated industrial employment for decades. This was particularly true for public sector, where employees were given a job for life in return for loyalty and commitment while bureaucratic structures supported a plethora of

managerial layers that secured an onward and career mobility progression (Maddock, 2002).

The progression of individuals within an organization in accordance with assessment of organizational needs and performance potential and preferences of individual members of the enterprise is shaped by career planning. Career management has three overall aims: to ensure that the organization's needs for management succession are satisfied, to provide men and women of promise with a sequence of training and experience that will equip them for whatever level of responsibility they have the ability to reach, and to give individuals with potential guidance and encouragement they need if they are to fulfil their potential and achieve a successful career with the organization in tune with their talent and aspirations (Konig, 2003).

1.1.2 Factors affecting career mobility

The concept of career insight relates to the realism that individuals have about themselves and their careers. Those who are high in career insight have realistic perceptions of themselves and the company and relate these perceptions to career goals (London, 1983). They also possess self-knowledge of strengths and weaknesses in current or possible career environments. Individuals with high levels of career insight look for feedback about how well they are doing, and they set specific career goals and develop plans to achieve them. When career goals cannot be realized, men commonly make occupational moves that provide greater promotional opportunities and allow their opportunities to take advantage of their seniority. However, women tend to remain in the same occupation, thus reducing their economic options and increasing their need to gain and retain seniority (Ollenburger and Moore, 1992).

According to Zaleznik "organizations are political structures which provide opportunities to develop careers" (1970, p. 48). Because of this concern with developing careers, promotions and demotions are important events in most people's work lives (Rosenbaum, 1979). In general individuals strive for and desire promotions, and much popular interest has centred around the process by which individuals move up the organizational career ladder (Gemmill and De, salvia, 1977).

Education is a major factor that influences the recruitment and career mobility of women to position of top management and decision-making. The fact cannot be erased that top level jobs are neatly tied in with higher levels of education and training. Most top executive jobs need a very high level of qualification, thus only women who have the qualifications can apply in the first place (Brockbank and Airey, 1994).

Another significant factor is the male attitude towards women in top management positions. Men misjudge women's abilities. The fact cannot be erased that socio-cultural and historical factors have a lot to do with such attitudes towards female workers, especially those in top management. Also women have little confidence or faith in their ability to perform as well as their male counterparts. Our culture is a hindrance as women are not traditionally expected to be in public life. Their role should be in the home being submissive and obedient to their husbands. Even those whose educational training and ambition have accorded them promotion to top managerial positions, are caught between the conflict of domestically, un-supportive husbands and husbands who are affected by inferiority complex (Marshall, 1984).

Another significant factor affecting women's mobility to top managerial positions is fear of competition whereas men lend support to each other through lobbying and networking, women sometimes gang up with men against their female subordinates. This is because they fear competition from other females and thus display the "Queen Bee Syndrome" of importance. This philosophy was demonstrated when a subordinate who had been in one position over and above the criteria period was asked why, she claimed that she did not get on well with her superior regardless of how hard she tried. She was therefore resigned to her status until the "ogre" as she claimed retired (Davidson and Cooper, 1983).

One last factor affecting women's career mobility is that of "gender conflict" whereas men are free to take jobs away from home, women cannot always take such opportunities. Women need more encouragement than men to reach executive levels. Given a managerial hierarchy into which the women of an organization are not integrated, encouragement for advancement from colleagues and more senior positions is likely to be essential to increase women's awareness of the initial and continued training

needed for managerial skills and to give them the confidence to undertake such training (Morrison, White and Von Velsor, 1987).

1.1.3 The Kenyan civil service

The civil service is the policy implementation arm of the government. In executing this role, it is guided by public policy pronouncement and the attendant development plans and circulars. The government is required to provide strategic direction in public affairs and to manage such affairs through the formulation of public policies. The civil service is constituted by ministries. Currently, there are forty ministries/departments (presidential circular No. 1/2008).

According to the Office of the President, Directorate of Personnel Management Handbook for Civil Service Staff Induction(2006), the functions of a permanent secretary and consequently of the civil service are: exercising supervision over the Ministry/Departments for which the Minister is responsible, advising the Minister on all questions of policy which fall within the scope of the Ministry's responsibility, assisting in the formulation of policy and ensuring that decisions on policy are transmitted to the proper quarters for execution, keeping the Minister informed of the progress made in translating such decisions into actions, organization and control of the Ministry, ensuring that all officers co-operate and consult at all levels, and financial management of the Ministry's vote.

“The function of the civil service in the modern state is not merely the improvement of government; without it indeed, government itself would be impossible” (Kiapi, 1974 p. 2). The civil service is the executive arm of the government. It implements the policies of the political heads of the administration. Once a policy has been formulated and made into law, it is the duty of the civil service to implement the policy by carrying out the provisions of the law.

By carrying out the provisions of the law, the civil service manages the day to day affairs of the state, mainly by administering public service and by keeping the wheels of the government moving. It is also the duty of the civil service to keep the political heads of

the government informed about the running of the government. This is done by adhoc or periodic briefing and submission of reports to the minister (Downing, 1995).

This role of the civil service has assumed major importance in the last few years. The civil service can no longer be that body of passive policy implementers who do only what they are told by their political bosses. The role of the government has changed drastically since the civil service developed as an institution. The government regulates every aspect of the economy. It has taken on new responsibilities for owning, controlling and directing the productive sector of the economy. The government must achieve economic aims to promote development. To meet the new tasks of modern government, the civil service in any state must be able to handle social, economic, scientific and technical problems in an international setting. This means that the civil servant today must see himself as a manager, responsible for organization, directing staff, planning the progress of work, setting standards of attainment and measuring results, reviewing procedures and quantifying different courses of action (Apiyo, 2006).

The civil service is made up of civil servants. The requirements of the civil service are that its members shall be impartially selected, administratively competent, politically neutral and imbued with the spirit of service to the nation. It's made up of professionals to run the administration. The civil service operates in accordance with the Civil Service Rules and Regulations. The Public Service Commission of Kenya is the human resource management agency as provided for by the constitution of Kenya and it is charged with the maintenance of civil service system. It operates in accordance with procedures for the conduct of human transactions such as selection, promotion, performance appraisal, separation and compensation. These standardized procedures provide objectivity in the choice of entrants to the civil service and also give equal treatment to those already in the civil service. The civil service is characterized by impartiality and anonymity that is, civil servants are required to apply the laws of the state without showing any favour or impartiality. Civil servants are obliged to maintain a high standard of conduct and serve their nation and government with honesty, diligence and dedication.

Though the government has demonstrated concern for the welfare and special needs of women, since independence the numbers of women in key positions has been small compared to that of men. In 1994 there were 23% women in civil service. While at the highest level women were at the single digit bracket (National Policy on Gender and Development).

The Kenya government formulated the national policy on Gender and Development in November 2000 after recognition that since 1963, national and sectorial policies have had different impacts on Kenyan women and men, and more often than not, have overlooked gender concerns.

The gender and development policy calls for empowering both men and women to be equal partners in development. It focuses on the elimination of existing disparities. The underlying goal of the policy is to re-focus national social-economic endeavours so that women and men, boys and girls can realize their full potential and can contribute effectively towards achievement of the national goals.

The civil service workforce is classified into three categories, these are; lower cadre, middle management, and top management. Top management starts from Job Group 'P' and above and represents top executive positions in the civil service which offer strategic direction to the line ministries and other government agencies. Even after the policy the number of women in key positions has been small as compared to that of men, out of 3515 officers on job group 'P' and above in the civil service in August 2010, women were only 838 representing 24% of the workforce in that category compared to 2677 men representing 76%, (Ministry of State for Public Service (IPPD, August 2010).

1.2 Statement of the problem

The Lagos Plan of Action (LPA) for the economic development of Africa by the year 2000 place high priority on the efficient process. In its policy statement on women, the government of Kenya affirms the importance of total utilization of human resources for optimum development. It is an undisputed fact that for meaningful development, society must harness the participation of all of its human resources. It stands to reason therefore

that women (who constitute more than 50 percent of the world's population) must fully participate in nation building, for positive social change and development to take place. Also the gender and development policy calls for empowering both women and men to be equal partners in development.

The issue of limited access and participation of women in decision making roles and top management positions is compounded by the Kenyan ethos of patriarchy and the dominance of male culture. The fact that few women are to be found in top management positions in Kenyan Civil Service warrants an inquiry into the reasons and causes as well as possible measures that will redress this situation (Nzomo, 1990).

Sessional Paper No. 2 of 2006 was prepared in recognition that the socio-cultural attitudes held by women and men contribute to the unequal status between women and men. The Government is, therefore, faced with the challenge of creating an enabling environment and take steps that will address the inequality cognizant that both women and men must contribute to the development of our nation.

The civil service workforce is classified into three categories, thus, lower cadre, middle management, and top management. Top management starts from job group 'p' and above and represents top executive positions in the civil service which offer strategic direction to the line ministries and other government agencies. As regards the civil service, since independence the number of women in key position has been small as compared to that of men; out of 3515 officers on job group 'P' and above in the civil service in July 2010, women were only 838 representing 24 per cent of the workforce in that category compared to 2677 men representing 76 percent (Ministry of State for Public Service (IPPD), August 2010).

Recent studies done on the factors influencing career mobility of women include: Kiboro, (2008) who focused on factors influencing upward mobility of women in the microfinance institutions. The findings of the study were; that the representation of women in the top management was low, the laws and policies are discriminatory, existence of lack of awareness amongst the women of the existing employment opportunities, organizational and technical environment of the sector. Another study was

undertaken by Mathenge (2001) on the characteristics associated with upward mobility of women employees in the banking sector. She observed that age, marital status, educational background, fears of success and appearing incompetent influenced women career mobility. A study on related women issues Meso (2006) observed the tactics adopted by female managers in Kenya's energy sector to deal with the unique challenges they face by virtue of their gender. Her study established the following tactics: assertiveness; development of good relationships with other women employees; development of favourable leadership styles; use of artificial make up products and joining male clubs. However, use of artificial make up products and joining male clubs were less effective and were used to a small extent by female managers.

The above studies focused on microfinance institutions, the Banking sector and energy sector. No similar study has been done in the Civil Service. Civil service is the policy implementation arm of the government; it is therefore, a key driver of the service delivery to the citizens including the sectors covered by the above previous studies. Furthermore civil service is not for profit making in sharp contrast to the above mentioned sectors. Given that the Civil Service is different from the organizations that have been studied before due to its size, political influence and having provided a favorable environment for career mobility of women through enactment of laws and policies, it cannot be assumed that the results from the above studies will apply to it. There is therefore a need to carry out a study to establish factors affecting career mobility of women to executive positions in the Kenyan Civil Service. The research will therefore seek to answer the following question: What are the factors affecting career mobility of women to executive positions in the Kenyan Civil Service?

1.3 Objective of the study

To determine the factors that affect the career mobility of women to executive positions in the Kenyan Civil Service.

1.4 Significance of the study

Government – It will assist the government in formulating policies and regulations that would enable it enhance decision making processes. This would ensure a focus to promote women to top executive positions in the Kenyan Civil Service.

Academics – They will also use the outcome of the study as a basis to understand the causes of low career mobility of women in the Kenyan Civil Service.

Private Sector – It will assist the private sector employer to try and develop a profile of the top women managers.

State corporations – It will assist the government state corporations to focus on the career mobility of women to executive positions.

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CHAPTER TWO: LITERATURE REVIEW

2.1 Legal Framework for Gender Equality

Governments and non governmental organizations must mobilize behind the 1979 United Nations Convention on the Elimination of All Forms of Discrimination against Women in order to accelerate the process of legal equality between men and women and to make legal literacy a priority around the world. The tide of democratization sweeping over much of the world could well serve as a catalyst for enforcement of gender equality, if enough pressure is brought to bear upon governments for stricter adherence to already existing laws and conventions and if the challenge is answered (UN Secretariat, 1991).

In order to establish an internationally recognized legal framework for gender equality, it is essential for all countries to ratify and implement the convention on the elimination of all forms of discrimination against women. This is an important commitment, for as the Nairobi Forward looking strategies pointed out “legislative enactment is only one element in the struggle for equality, but an essential one as it provides the legitimate basis for action and acts as a catalyst for societal change” (Mattis, 1995).

Sex stereotyping, possibly the most effective propaganda instrument of the patriarchal status quo, is among the most firmly entrenched obstacles to the elimination of discrimination and is largely responsible for the denigration of the role and potential of women in society. Traditional male/female roles have been deeply ingrained and glorified in language, education, the mass media, advertising and the arts to such an extent that even women have become desensitized to their own inferior portrayal (Anker, 2005).

Lastly but most important, legal reforms have often been adopted in a vacuum, without actually involving those concerned or mobilizing public opinion as a whole. As a result, many women, particularly in the developing world, are not even aware of their rights before the laws or else do not understand the legal and administrative process well enough to be able to exercise those rights (Crampton and Mishra, 1999).

2.2 Factors affecting career mobility of women to executive positions

Employment in the civil service has been seen to offer certain attractions over the private sector, some of which may have particular appeal to women. These attributes include high levels of job security and stability, substantial pension and fringe benefits, established work hour regimes with less pressure for overtime, and measures to protect and equalize women's employment which are ahead of the private sector (Olewe-Nyunya, 1992).

A major obstacle for women who aspire to achieve a managerial position is the presence of constraints imposed upon them by society, the family, and women themselves. Females are often thought of as being dependent, passive, fragile, non-aggressive, non-competitive, inner-oriented and supportive. While some attitudes are progressively turning to favour women, others remain as true obstacles to women. Discrimination against women and failure to recognize the value of their contribution to society has been common in both developed and developing countries, particularly before the Second World War. Cultural beliefs and traditional prejudices often reinforced by laws resulted in their having less access to resources, lower income, less access to credit, education, employment and decision-making positions (Lynn, 1991).

2.2.1 Education

The factor which determine women's participation or non participation in top management and decision-making position hinge on a number of variables amongst which are the socialization by their access to social resources such as education, knowledge and their strength of purpose to achieve success(Hewlett,2002).

Education is a major factor that influences the recruitment and careermobility of women, to position of top management and decision making. The fact cannot be erased that top levels jobs are neatly tied in with higher levels of education and training. Most top executive jobs need a very high level of qualification, thus only women who have the qualifications can apply in the first place (Brockbank and Airey, 1994).

The curriculum offered in schools is also detrimental to women's entry to these executive top management jobs. Historically, women's education was always geared towards domestic and reproductive roles. Girls were taught sewing and domestic sciences. Even when the curriculum was revised and diversified girls gently cajoled selecting arts and commercial subjects instead of science subjects (Melamed, 1996).

As Izraeli and Adler (1994) point out, despite women's investment in their own education, their commitment to their management career, the shortage of international executives, and equal opportunity legislation, even today women hold no more than a small fraction of management posts. As Schein (1989) states categorically, in most countries "to think manager is to think male". What more, 50 per cent of women who attain management posts do so through personal contacts with men (Davidson and Cooper 1992), while many highly qualified women are completely excluded from the labour market, causing an extraordinary loss of talent (Hewlett, 2002). Organizations still have not developed sufficiently flexible policies to relieve women managers of the tension of having to combine family with work (Lewis, 1994).

Finally, the combined effect of laws regarding employment and public education create a unique situation for women in most countries, again illustrating another restriction in the range of opportunities they perceive as available to them. Despite the enactment of legislations aimed at improving the status of working women, participants continued to believe that the governments have not been proactive enough in developing and supporting laws in regard to sexual harassment, equal employment opportunity, equal pay, as well as family-friendly laws (Gallos, 1989).

2.2.2 Attitude

Another significant factor is the male attitude towards women in top management positions. Men misjudge women's abilities. The fact cannot be erased that socio-cultural and historical factors have a lot to do with such attitudes towards female workers, especially those in top management. Both men and female have little confidence or faith in the ability of women to perform as well as their male counterparts. Our culture is a hindrance as women are not traditionally expected to be in public life. Their role should

be in the home being submissive and obedient to their husbands. The training accorded to them therefore is for the home. Even those whose educational training and ambition have accorded them promotion to top managerial positions, are caught between the conflict of domestically, un-supportive husbands and husbands who are affected by inferiority complex (Marshall, 1984).

Many of the stated attitudes are still prevalent within the corporate arena, and women must be prepared to counteract the attitudes as they deal with their employers. Women need to go into their jobs knowing that there will be some barriers, however, they also need to know some women have broken the barriers and that they have the capability to do so also (Crampton and Mishra, 1999).

Powell; Butterfield and Parent (2002) argue that in the eyes of authority, a good manager is still predominately perceived as male. Antal and Izraeli (1993), after reviewing the situation in different parts of the world, declare that “probably the greatest barrier to women in the industrialized world is the persistent stereotype that associates management with being a man”.

Attitudes have not changed substantially as pointed by Bowman; worthy and Greyser (1965). Other people believe in stereotypes, and do not want to work with or for women. If they have to, they make life difficult for women. Studies show that reluctance to employ women as managers is the claim that “other people” do not want to work for or deal with women at work. A 1991 survey done in Sierra Leone on attitudes of people towards women executives revealed that two thirds of men and almost one-fifth of women would feel uncomfortable working for a female boss (Mason, 1991). A serious impediment to women holding top executive positions is their own outlook and attitudes. Unlike their male counterparts women are restricted from lobbying or networking in clubs or over a pint of beer, for top positions. Most women do not assert themselves or are not aggressive enough. They fear being described in masculine terms. As a result they lack self confidence, fear of risk-taking and fear of criticism act as barriers to impede them (Powell et al., 2002).

Larwood and Wood (1979) discovered that in order to succeed, women had to be perceived as being much more competent than their male counterparts even though they were more qualified. Whereas men lend support to each other through lobbying and networking, women sometimes gang up with men against their female subordinates. This is because they fear competition from other females and thus displaying the "Queen Bee Syndrome" of importance. This philosophy was demonstrated when a subordinate who had been in one position over and above the criteria period was asked why? She claimed that she did not get on well with her superior regardless of how hard she tried. She was therefore resigned to her status until the "ogre" as she claimed retired (Davidson and Cooper, 1983).

2.2.3 Social/Cultural Factors

Although women constitute approximately fifty-five percent of the world population, yet traditionally, their role has been categorized in the sector of the home and the bringing up of children. Societies and cultures, through a process of socialization, define what roles men and women will perform in the society. They define what occupation and activities must be carried out. Society also designs the nature and quality of interaction between members in the family, community, village and neighbourhood. The process become crystallized and over concretized as the only desirable role of men and women. The women's expected role is to be domesticated and subservient and serve the significant males. Her entire expectations are governed by the social tribal norms, attitudes, values and beliefs of what her role in society should be. Her role as a working woman opens up new frontiers in relationship to people, their capabilities, competence, aspirations and achievements (Mattis, 1995).

According to Linehan and Walsh (2000), the problem is not women's family ties in themselves, but the fact that these ties are seen as obstacles to women's availability for work, while availability is essential for promotion. Brockbank and Airey (1994) also cite dual responsibilities and family demands as obstacles, together with the absence of feminine roles and the lack of career counseling. In the special case of female managers, Hewlett (2002) identifies the lack of flexibility policies in companies as a career obstacle.

According to her data, executive women are explicitly in favour of policies that allow them to have what has been called “the gift of time”.

Women who are in minority status are also more likely to be pushed towards tasks that are stereotypically feminine, such as support work. Similarly women on the technical ladder are more likely to be encouraged to follow a path where “soft skills” are required, such as management, marketing, and public relations, a result of further loss of women after the mid-levels, where opportunities for advancement may become limited to non – technical track jobs (Scott- Dixon, 2004)

Women are also likely to suffer from what has been identified as the “imposter syndrome’, a phenomenon by which highly successful individuals fail to internalize their success and link their achievements to their performance, making many women less comfortable with self – promotion (Catalyst, 2003). Social networks ties and especially strong ties are key to career opportunities and advancement, as they build social capital and this is true in high-tech, where research has shown that senior managers with more social capital in the form of networks ties that bridge various groups (known as structural holes) are more likely to get promoted. Yet women in lower positions (from entry to mid-level) have fewer opportunities to network outside their immediate department. Because of their minority status, however, women need broader networks for career development and successful women tend to find alternative network routes to the top positions. (Ely and Meyerson, 2001).

Research by Shuttleworth (1992) on a large IT firm showed that women need to use networks differently than men to achieve the same promotion and career benefits. That is, as opposed to only creating structural holes by linking a wide set of people in a wide set of departments, they especially benefit from having ties to influence others who are hierarchically well placed within the organization and have wide networks. In other words, they need to borrow social capital from key sponsors in order to achieve the networks benefits, pointing to the fact that women suffer from legitimacy problem in this high technology organization.

2.2.4 Corporate Culture

The inception of this term “Glass Ceiling” (Introduced by Hymowitz and Shellhardt), dates back to a 1986 wall street journal report. This situation is referred to as a “ceiling” as there is a limitation blocking career advancement, and “glass” (transparent) because the limitation is not immediately apparent and is normally an unwritten and unofficial policy. The “glass ceiling” is distinguished from formal barriers to advancement, such as education or experience requirements (Morrison; White and Van Velsor, 1992).

Glass ceiling indicates the obstacles confronted by women, who aim for the senior level berths and higher compensation packages in various government and non-governmental organizations. There are two different views that are put forward for the existence of the glass ceiling, that is as to why women face obstacles in their path of claiming top notch corporate positions (Davidson and Cooper, 1992).

2.2.4.1 Glass Ceiling Personal Centric Perspective

This perspective holds the characteristics personality traits of women responsible for the obstacles that they face in the path of their professional progress. It refers to the behaviour of women in their organizational space and dealing with organizational dynamics to be of utmost importance. It is debated that women are inherently less ambitious and steer themselves to lower ranks at workplace. Unlike their male counterparts they have a value system that holds the job profile and the associated challenges in greater esteem than the position. Moreover they lack the skill of portraying their achievements to superior or effectively communicating their capabilities that believe in “performance shall speak” which rarely materializes during promotion appraisals (Davidson and Cooper, 1992).

According to Morrison et al (1992), further women lack organizational political acumen so that they are unable to maintain the optimum balance as team players. According to this perspective it is the qualities of women themselves that acts as a blockade in their course of attaining leading positions in the organization.

2.2.4.2 Glass ceiling situational centric perspective

This refers to the internal organizational processes and practices responsible for creating barriers for women. It is widely observed in the private sector that the promotion process is ambiguous, it lacks transparency, the yardsticks for appraisal and subsequent promotion to leadership ranks is not clearly stated. Discriminatory decisions are taken against women employees due to break in service owing to maternity leave and so forth (Hewlett, 2002).

Even if organizations allow for ascending of women to leading management positions their representation in such slots remain a token. Women leaders are treated as representatives of fringe factions who have weaker voice in decision making and operate as a secluded sect. Thus an elevation of the glass ceiling or cracking it would essentially require wave of change in both organizational dynamics as well as personal behaviour characteristics of women (Morrison, et al, 1992).

Lastly the role of an adverse corporate culture as an obstacle to women's executives' career development, the so-called "glass ceiling" (Davidson and Cooper, 1992) has been studied by Traves et al (1997) and Broadbridge (1999). According to these authors, not only do men hold most executive positions, they also perpetuate a "male culture." Mattis (1995) recommends various proactive measures to facilitate women's advancement in management. These include training male managers to take an active role in developing women managers, adopting flexible work patterns to support work-life balance, and getting top management committed to "diversity management".

2.2.5 Socialization

In the 1987 United Nations Training Manual on policy Development for increasing the role of women in management, it was noted that "through intentional and unintentional socialization processes, women and men learn their stereotypical behaviour, women should be at home as opposed to men being active outside the home". They are socialized differently from cradle to grave. Society has certain key behavioural expectations of

them, which must not be deviated from, if one is not to be described as feminine or masculine.

Men are socialized in the competitive spirit. As boys, they establish hierarchies in their games-the best thrower, the fastest runner, the strongest fighter, the most skillful hunter or fixer. They are encouraged to exert themselves, the more strenuous the exercise, the greater the stamina. Men often talk about their prowess, how good or better they are, than their competitors, their popularity against the next man. Popularity depends on how courageous they are and the amount of risk involved. Women on the other hand are socialized as supporters, helpers, sympathizers and as diffusing or smoothing conflict (Leung and Clegg, 2001).

Sarah; Scott and Spender (1980) discovered that girls who attended mixed schools made more traditional choices than girls in single sex schools. Looking at why girls achieved lower than boys, it was noted that girls/women did not perform well not because they were less able and intelligent but because they were not given equal opportunities to demonstrate their worth. The heavy work load of the girl child was a major constraint. Household chores, early marriage and early motherhood are all factors affecting the women's pursuit of higher managerial and decision-making positions in both private and public sector.

2.2.6 Gender-related hurdles

Overall female representation in employment in the civil service has increased markedly over the past couple of decades, but there is clearly gender stratification remaining in the employment structure. Perhaps the most notable difference is the continued numerical male dominance in the critical economic service section and general public service section, where men still outnumber women by nearly 5:1 and 3:1 respectively, whereas in the health, education, and social security and welfare sections women are in the majority (Leung and Clegg, 2001).

One of the most important aspects of gender inequality is women's insufficient access to positions of decision-making power and authority in the ceiling. The most common way

to measure this at the international level is women's share of the major occupational group consisting of legislators, senior officials, and managers (Anker, 2005).

Women have been an integral part of the evolution of organization. However the participation of women has been limited in the periphery of gender typing in work place. Throughout the 19th century women were type casted in certain roles namely, typists, secretaries, stenographers etc. Managerial positions were rarely open to women. They were mostly slotted in departments like personnel or women's affairs. In most companies women were prohibited from the line jobs, that is positions that catered directly to clients and budget responsibilities from which promotions to higher grades were made. Women remained scantily represented in industries like engineering, mining, transportation and manufacturing (Crampton and Mishra, 1999).

Women have proved themselves competent but they are still under-represented in positions of top management. Women were able to identify certain gender-related hurdles. Most prominent was in coping with the dual responsibility and demands of family and office. Child bearing, child care and demands of husbands created problems which necessitate increased coping mechanisms. Also important in the corporate situation is the male negative attitude. This usually present a serious problem as men control power, this therefore necessitate women to prove themselves over and over again (Maddock and Parkin, 1993).

Women and men have different work networks (Ibarra, 1992). For example, a study of bank managers found social capital to be more important to women's advancement to higher levels of management than to lower levels of management (Metz and Tharenou, 2001). Women's networks tend to fulfill more social than utilitarian purposes when compared to men's networks (Vinnicombe and Colwill, 1995). Women exclusion from formal networks limits their ability to advance in the organization, for example obtaining seats on corporate boards of directors (Burke, 2000).

The gender implication, that women are less predisposed to the public service employment than men, may have, they argue, to do with women's continuing disadvantaged position in local authority hierarchies and the fact that they have been more adversely affected than men in recent processes of change. Notwithstanding, they contend that disparity in values and attitudes between the genders suggests a significant threat to the public service employment (Pratchett and Wingfield, 1996).

Research Design

The study employed a survey research design. This design is considered appropriate because the data was cross-sectional and the analysis was to be comparative.

Study Population

The population of the study consisted of all eight hundred and thirty eight (838) female officers in Job Group 'P' and above in forty (40) ministries/departments in the Kenyan Service as at August 2019. The choice of female officers from Job Group 'P' and above as the population of the study is because, they provided reasonable results as needed to make proper recommendations and conclusions of the study. This was due to the fact that, they are senior officers with high level of education, high level of experience and good analytical skills as required and in addition to being involved in strategic decision making. The distribution of the 838 female officers as per Job Group is given (Appendix 1).

Sample Size and Design

The sample size of the study comprised of two hundred and fifty two (252) female officers, being 30% of target population. The composition of the sample size was spread across Job Groups 'P' to 'Y' in proportion to the number of female officers in each Job Group, as shown in table 3.2 below:-

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the methods and procedures that were used in carrying out the study. It includes research design, population and data collection methods, research procedure, and data analysis and presentation methods.

3.2 Research Design

This study employed a survey research design. This design is considered appropriate because the data was cross-sectional and the analysis was to be comparative.

3.3 Study Population

The population of the study consisted of all eight hundred and thirty eight (838) female officers in Job Group 'P' and above in forty (40) ministries/departments in the Kenyan Civil Service as at August 2010. The choice of female officers from Job Group 'P' and above as the population of the study is because, they provided reasonable results as required to make proper recommendations and conclusions of the study. This was due to the fact that, they are senior officers with high level of education, high level of experience and good analytical skills as required and in addition to being involved in strategic decision making. The distribution of the 838 female officers as per Job Group is shown in (Appendix 1).

3.4 Sample Size and Design

The sample size of the study comprised of two hundred and fifty two (252) female officers, being 30% of target population. The composition of the sample size was distributed across Job Groups 'P' to 'V' in proportion to the number of female officers in a particular Job Group, as shown in table 3.2 below:-

Table3.1 Target Female Officers by Job Group

Job Group	No of Staff	Sample
P	432	130
Q	237	71
R	100	30
S	31	9
T	29	9
U	9	3
V	0	0
	838	252

Source: Author

The type of sampling method used was stratified Random Sampling. The goal of stratified random sampling is to achieve desired representation from various subgroups in the population. The actual method of sampling from each subgroup of the population is simple random sampling. Simple Random Sampling was the best technique to use if the population from which the sample is to be taken has uniform characteristics (Homogeneous).

3.5 Data Collection

Both quantitative and qualitative primary data was used for this study. Data was collected using a semi-structured questionnaire which consisted of closed-ended and open-ended questions. The questionnaire was divided into two sections: section A sought to establish the background information and section B sought to establish the factors affecting career mobility to executive positions of female officers in the Kenyan Civil Service. The questionnaire was administered using “drop and pick” later method.

3.6 Data Analysis

On receiving the questionnaires the data collected was thoroughly checked and edited to ensure completeness, consistency, accuracy and uniformity. The Data collected was analyzed using descriptive statistics, which included measures of central tendency, measures of variability and frequency, among others.

Graphic Results

Distribution of the Respondents by Job Group

Job Group	Frequency	Percentage
Group 1	76	46.1
Group 2	48	31.6
Group 3	24	15.4
Group 4	4	2.6
Group 5	3	2.0
Group 6	3	2.0
Group 7	0	0
Total	152	100

CHAPTER FOUR: FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the findings, analysis and interpretation of data on the factors affecting upward mobility of women to executive positions in the Kenyan Civil Service. The data was collected using questionnaires which were sent to 252 female civil servants in Job Groups 'P' and above across the 40 ministries/departments in Kenyan Civil Service. However, only 155 completed questionnaires were returned, of which 3 were cancelled owing to inadequate response. This constituted a response rate of 60.3% which is an adequate response rate for statistical reporting. Mugenda and Mugenda (1999), stated that a response rate of 50% and above is a good response rate.

Descriptive statistics was used to analyze the data. Relative frequencies (percentages) and absolute frequencies were computed. Likert-type questions were weighted in accordance with Likert scale and weighted mean and standard deviation computed to enable ranking of the factors in order of significance to the respondents. The data processed into information was presented in tables and pie-charts with explanations being presented in prose.

4.2 Demographic Results

Table 4.1: Distribution of the Respondents by Job Group

Job Group	Frequency	Percentage
P	70	46.1
Q	48	31.6
R	24	15.8
S	4	2.6
T	3	2.0
U	3	2.0
V	0	0
Total	152	100

Source: Author

The study sought to establish the Job Groups of the respondents (female officers) as presented in table 4.1. From the table, most of the respondents were in Job Group P in the Kenyan Civil Service. This is indicated by the highest percentage, that is, 46.1% and a frequency of 70, followed by 31.6% who are in Job Group Q and 15.8% in Job Group R. Only 2% of the female respondents were in Job Group T and U each. However, none of the female respondents in the Sample was in Job Group V the highest Job Group in the civil service.

Table4.2: Distribution of respondents by age

Age Category	Frequency	Percentage
Less than 30 Years	0	0
30 to 39 Years	0	0
40 to 49 Years	50	32.9
50 to 59 Years	102	67.1
60 Years and Above	0	0
Total	152	100

Source: Author

The respondents were asked to indicate the age category they belong to. The results are presented in table 4.2. It is noted that 67.1% of the respondents were aged between 50 to 59 years, 32.9% were aged between 40 and 49 years. However, none of the respondents' was aged below 40 years or 60 years and above. This information indicates that all the female civil servants were aged between 40 and 59 years, indicating the constraints the civil servants face in ascending the Job ladder.

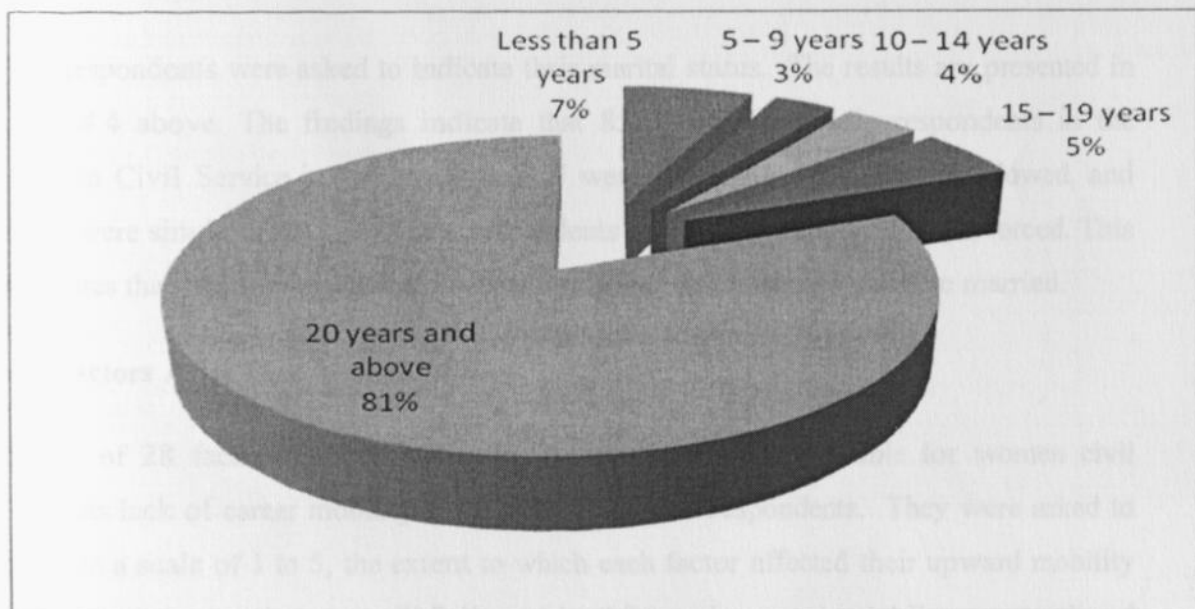
Table4.3: Distribution of the respondents by level of education

Level of Education	Frequency	Percentage
Primary Certificate	0	0
Secondary Certificate	0	0
Diploma Certificate	0	0
Undergraduate degree	102	67.1
Masters Degree	50	32.9
PHD Degree	0	0
Total	152	100

Source: Author

The respondents were asked to indicate their highest level of education they attained. The highest numbers of female respondents had under-graduate degrees as shown in table 4.3 above. This is represented by 67.1%. This was followed by 32.9 % being the number of respondents who have master’s degree. Therefore, it would appear that all the female civil servants in Job Groups ‘P’ and above in the Kenyan Civil Service are university degree holders.

Figure 4.1 : Number of Years Served in Kenyan Civil Service



Source: Author

The study sought to enquire about the number of years served by the respondents in the Kenyan Civil Service. From figure 4.1 above 80.9% of the respondents had served for 20 years and above. This is followed by 6.6% of the respondents who have served for less than five years. 3.3% and 3.9% of the respondents, had served for 5 to 9 years and 10 to 14 years, respectively. These results indicate the majority of the female in the Kenyan civil servants have served for a long period of twenty or more years.

Table 4.4: Marital Status

Status	Frequency	Percentage
Single	5	3.3
Married	130	85.5
Widowed	17	11.2
Separated	0	0
Divorced	0	0
Total	152	100

Source: Author

The respondents were asked to indicate their marital status. The results are presented in table 4.4 above. The findings indicate that 85.5% of the female respondents in the Kenyan Civil Service in job group P to U were married, 11.2% were widowed, and 3.3% were single, while none of the respondents was neither separated nor divorced. This indicates that majority of the female civil servants in Job Groups P to U are married.

4.3 Factors Affecting Career Mobility

A list of 28 factors that are generally perceived to be responsible for women civil servants lack of career mobility were presented to the respondents. They were asked to rate, on a scale of 1 to 5, the extent to which each factor affected their upward mobility where 1 represented 'not at all', 2 'less extent', 3 'moderate extent', 4, 'large extent' and 5, 'very large extent'. The results are presented in table 4.5 below.

Table 4.5 Mean Scores and Standard Deviations of the ratings of Factors that affect Female Civil Servants Career Mobility

Hindrances	Not at All	Less Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	SD
Lack of adequate academic qualifications	0	0	22	65	65	4.29	0.702
Lack of professional qualification	0	0	20	69	63	4.27	0.683
Lack of networking	0	0	17	55	80	4.41	0.683
Lack of mentoring	0	3	7	67	75	4.41	0.672
Corporate culture	0	11	28	53	60	4.07	0.930
Lack of self control (being emotional)	0	12	31	84	25	3.80	0.803
Male attitude towards women	0	0	25	63	64	4.26	0.721
Impartiality by supervisors	5	15	33	74	25	3.65	0.975
Socialization process	0	0	18	67	67	4.32	0.675
Unsupportive husbands and husbands affected by inferiority complex	0	0	32	74	46	4.09	0.710
Inadequate analytical skills	10	25	32	46	39	3.52	1.219
Inadequate time management	12	30	38	40	32	3.33	1.229
Poor problem solving skills	8	25	37	45	37	3.51	1.175
Inability to cope with stress	10	54	45	35	12	2.98	0.963
Poor decision making	23	68	23	24	14	2.59	1.189
Social cultural factors	0	0	24	63	64	4.24	0.605
Inability to balance domestic and work demands	0	0	41	56	55	4.09	0.789
Failure to take advantage of job opportunity	15	17	25	34	61	3.72	1.350
Discouragement from expectation of their communities	7	22	55	56	12	3.29	0.964
Women's own attitude (lack of self confidence fear of risk taking ,fear of criticism, fear of competition	0	0	25	62	65	4.22	0.723
Lack of family friendly laws that would allow for flexible time, children day care facilities	0	4	36	55	57	4.09	0.842
Discriminatory laws and practices	29	31	25	32	35	3.09	1.446
Lack of creativity	45	22	40	21	24	2.72	1.421
Inadequate conceptual skills	32	35	23	37	25	2.92	1.403
Inadequate communication skills	25	34	33	31	29	3.03	1.359
Male dominance	5	12	26	54	59	4.07	0.864
Inadequate technical competence	0	4	30	60	56	4.07	0.937

Source: Author

The results are discussed under factor categories, namely education, attitude, social cultural, corporate culture, socialization and gender related hurdles.

4.3.1 Education

Most of the respondents indicated that lack of professional qualification, and lack of adequate academic qualifications with mean scores of 4.29 and 4.27 respectively highly affect women's career mobility to executive positions. Inadequate analytical skills, inadequate time management, poor problem solving skills, inability to cope with stress, poor decision making are among other factors with low mean scores of 3.52, 3.33, 3.51, 2.98, and 2.59 respectively, are also perceived as hindrances to women's upward mobility. These findings concur with Brockbank and Airey, (1994) whose findings indicated that most top executive jobs need a very high level of qualification, thus only women who have the qualifications can apply in the first place.

4.3.2 Attitude

Male attitude towards women and women's own attitude (lack of self confidence fear of risk taking, fear of criticism, fear of competition) each with a mean score of 4.26 negatively affect upward mobility of women to executive positions.

The findings of this study support Powell's (2002) assertion that serious impediment to women holding top executive positions is their own outlook and attitudes. They also concur with Marshall's (1984), who stated that both men and women have little, confidence or faith in the ability of women to perform as well as men.

4.3.3 Corporate Culture

Corporate culture, male dominance, and inability to balance domestic and work demands with a mean score of 4.07, 4.07 and 4.09 respectively have a high negative impact on career mobility of women in Kenya Civil Service. It is also noted that lack of mentoring and lack of networking each having a mean score of 4.41, were highly rated as factors that hinder women career mobility to executive positions. The findings concur with Ely and Meyerson, (2001), who noted that women in lower positions (from entry to mid-

level) have fewer opportunities to network outside their immediate department. Because of their minority status, however, women need broader networks for career development and successful women tend to find alternative network routes to the top positions.

4.3.4 Social/Cultural

Social cultural factor with a mean score of 4.24 negatively affect women's career mobility to executive positions. Unsupportive husbands and husbands affected by inferiority complex with a mean score of 4.09 also hinder women career advancement in Kenyan Civil Service. These findings concur with Marshall's (1984) who noted that culture is a hindrance, as women are not traditionally expected to be in public life. Their role should be in the home being submissive and obedient to their husbands.

4.3.5 Socialization

Socialization process with a mean score of 4.32 is a hindrance to upward mobility of women to executive positions. Failure to take advantage of job opportunity, and discouragement from the expectations of their community with mean scores of 3.72 and 3.29 are also hindrances to women's upward mobility to executive positions. These findings concurs with the 1987 United Nations Training Manual on policy Development for increasing the role of women in management, where it was noted that "through intentional and unintentional socialization processes, women and men learn their stereotypical behaviour; women should be at home as opposed to men being active outside the home". They are socialized differently from cradle to grave.

4.3.6 Gender-Related Hurdles

The respondents also felt that lack of family friendly laws that would allow for flexible time, children day care facilities; and inability to balance domestic and work demands, each with a mean score of 4.09, are hindrances to upward mobility of women to executive positions. These findings support the study by Maddock and Parkin, (1993) who noted that although women have proved themselves competent, they are still under-represented in positions of top management. They found that women were able to identify certain gender-related hurdles. Most prominent was in coping with the dual

responsibility and demands of family and office. Child bearing, child care and demands of husbands created problems which necessitate increased coping mechanisms.

4.4 Suggestions to encourage more Women to take Executive Positions

These suggestion cover training; mentoring; dispelling the myths about women in executive position; being creative about ways in which women can lead; and looking at the wider changes needed.

4.4.1 Training

Most of the respondents recommended training as an effective tool for encouraging women to take executive positions, and gave the following reasons:

- Training will equip women with necessary skills, competence and capacity to adequately compete for the executive positions
- Training enhances individual and organization performance.
- Training also helps in acquiring a positive attitude and building appropriate corporate culture to help in implementation of organization strategies to achieve its objectives
- Training helps one to be an effective leader
- Women should be given equal chances as men in training opportunities
- Training enables one to obtain professional requirements for promotion in regard to the scheme of service.
- Training enhances one's confidence and self-esteem

4.4.2 Mentoring

The respondents viewed mentoring as an effective factor to encourage more women taking on executive positions, citing the following reasons;

- Mentoring enhances good listening, transparency, integrity, and efficient problem solving skills
- A woman needs mentoring on management roles and this enhances role modeling. Due to culture and socialization process, most women do not believe in

- themselves. Mentoring will therefore be necessary to boost the women's confidence, self-esteem and positive attitude
- Mentoring by women executive officers will encourage women in lower positions to aspire for higher positions. Women in executive positions should not shy off from grooming women who are capable in preference for men
- Mentoring also improves women networking
- After acquiring the necessary knowledge and skills, women require mentoring on how to adjust in the stiff competition and male dominance.
- Men in senior positions normally fear women taking over. Consequently they are unwilling to mentor female officers
- Mentoring encourages creativity and career development. It moulds a person for higher responsibilities and enhances individual performance

4.4.3 Dispelling the Myths about what makes a good Leader

With regard to the myths about women in executive positions, the respondents made the following suggestions;

- Women require wide exposure especially in leadership forums to enhance their courage confidence and self esteem
- Myths such as women cannot make good leaders should be dispelled. This would positively change women's attitude about themselves. Women will start believing in them and appreciate their potential and ability to lead.
- Education system should dispel the myths that leadership is only for men especially in a country with culture that encourages male dominance.
- Women should be sensitized about their rights before the laws
- Family is a critical part of any officers' working life whether male or female and, therefore the employer should come up with policies that enable officers to balance work and family life.
- Women should be allowed to participate in management and leadership meetings and leadership meetings and workshops. This is one way in which women can acquire visibility for identification for high positions in the society and international community.

- Women should be empowered with knowledge and necessary information to enable them make informed decisions and also to have the ability to generate new ideas.

4.4.4 Looking at the wider changes needed

The respondents cited the wider changes needed as follows;

- Work and family life balance has tended to slow down the rate at which women can develop and hence advance themselves. Women have multiple roles which need to be understood.
- . Affirmative action in various areas needs legislation.
- Women are torn between work and domestic front and if family friendly working legislation is put in place, they will be less stressed.
- All Policies and laws on gender and development should be fully implemented
- Women participation in development is hampered by unfriendly working principles and discriminatory laws. If these laws are reviewed to address the issues of gender disparities and discrimination, women's contribution towards development will be appreciated and this will motivate women to work more effectively.
- Gender main streaming in all sectors of the economy should be enhanced. Monitoring and evaluation on the implementation of the policies and laws on gender development should be regularly done.
- Transformative leadership should be embraced to remove negative cultural practices, attitude and socialization processes which perceive women as the weaker leaders.
- Women make good leaders as most of them have values of honesty and integrity and therefore they should be recognized and encouraged.

- Enforce laws that compel organizations to ensure gender equality.
- Information should be freely availed to women early in their careers on what they are expected to do to be promoted to top positions in the job ladder.
- Women and girls must learn to be independent by acquiring the necessary skills to support themselves financially. Based on experience, women can perform just as well as men if not better in executive positions.

The objective of the study was to determine the factors that affect the career mobility of women to executive positions in the Kenyan Civil Service. The study established that, most of women who are in the top management, are in job group P which is the entry step to top management category in the Kenyan Civil Service. The study found that most of women in top management is aged between 50 to 59 years, indicating that women take a long period to be promoted to top management level. The study also found that the majority of the women had acquired at least undergraduate degree and that the majority had served in the civil service for 20 years and above.

Since the women having acquired undergraduate degree and also having served for long time in the Kenyan Civil Service, there are factors which hinder their upward mobility to top management positions. The study found that the most significant factors that hinder career mobility of women to executive positions were: lack of professional qualifications, lack of post graduate academic qualifications, attitude, social/cultural, corporate culture, male dominance, work-family balance, socialization process, impartiality by supervisors, lack of mentoring and lack of networking, which were discussed under factor categories, education, attitude, social-cultural, corporate culture, socialization and gender inequality.

Therefore, mentoring; dispelling the myths about what makes a good leader; and looking for role models and role changes needed, were recommended by the respondents as most effective strategies to encourage more women to taking executive position.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations based on results in chapter four. It also presents suggestions for further studies and limitations of the study.

5.2 Summary of key findings

The objective of the study was to determine the factors that affect the career mobility of women to executive positions in the Kenyan Civil Service. The study established that, majority of women who are in the top management, are in job group P which is the entry job group to top management category in the Kenyan Civil Service. The study found that majority of women in top management is aged between 50 to 59 years, indicating that civil servants take a long period to be promoted to top management level. The study found that majority of the women had acquired at least undergraduate degree and that the majority had served in the civil service for 20 years and above.

Despite the women having acquired undergraduate degree and also having served for long in the Kenyan Civil Service, there are factors which hinder their upward mobility to executive positions. The study found that the most significant factors that hinder career mobility of women to executive positions were: lack of professional qualification, lack of adequate academic qualifications, attitude, social/cultural, corporate culture, male dominance, work-family balance, socialization process, impartiality by supervisors, lack of mentoring and lack of networking, which were discussed under factor categories, namely education, attitude, social-cultural, corporate culture, socialization and gender related hurdles.

Training; mentoring; dispelling the myths about what makes a good leader; and looking at the wider changes needed; were recommended by the respondents as most effective ways to encourage more women to taking executive position.

5.3 Conclusion *for Further Research*

The representation of women in top management in Kenyan Civil Service is very low compared to that of men. Majority of the women are in Job Group 'which is the entry level to top management category in the Kenyan Civil Service.

On the basis of the research findings, it can be concluded that education, attitude, corporate culture, social/cultural, socialization process and gender related hurdles are factors that affect career mobility of women to the executive positions in the Kenyan Civil Service

5.4 Recommendation *ing the study of some required data.*

To overcome huge challenges facing women in their quest to advance in their career to executive positions in the Kenyan Civil Service, the following recommendations are made based on the research findings .

The government should support more women to acquire education and training at high levels to equip them with knowledge, skills, and competence necessary for career mobility to executive positions. Women should be sensitized on their rights within the laws and other gender-based issues. Efficient team building in the Kenyan Civil Service should be emphasized to ensure proper networking and monitoring. All leaders should be sensitized on the importance of role modeling and mentoring. Education, training and sensitization will address the negative issues of attitude.

The government should enact family friendly laws that allow for flexible time, children day care among other related gender issues. The government may need to ensure all policies and laws on gender and development are fully implemented and monitoring and evaluation done regularly.

Transformative leadership should be embraced to remove negative cultural practices, attitude and socialization processes which perceive women as the weaker leaders.

5.5 Suggestions for Further Research REFERENCES

The study recommends that further research be undertaken on the women's role in economic development; and a comparative study between men's and women's perception of the factors affecting women career mobility to executive positions in the Kenyan Civil Service.

5.6 Limitations of the Study

The first limitation of the study was that the response rate of 60.3% might have reduced the accuracy of research findings. Secondly, some respondents did not provide all the information thus depriving the study of some required data.

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**APPENDIX 1: DISTRIBUTION OF OFFICERS IN JOB GROUP P AND ABOVE
IN THE KENYAN CIVIL SERVICE**

Job group	Gender	No of officers	Percentages (%)
P	F	432	24
	M	1346	76
		1778	
Q	F	237	24
	M	741	76
		978	
R	F	100	25
	M	297	75
		397	
S	F	31	19
	M	131	81
		162	
T	F	29	20
	M	115	80

		144	
U	F	9	16
	M	46	84
		55	
V	F	0	0
	M	1	100
		1	
Grand Total Female		838	24
Grand Total Male		2677	76
Grand Total		3515	100

Source: Ministry of State for Public Service: Integrated Payroll and Personnel Database, August 2010.

APPENDIX 2: LETTER TO THE RESPONDENTS

Dear Respondent,

TO WHOM IT MAY CONCERN

I'm a postgraduate student undertaking a Master of Business Administration (MBA) degree at the school of business, University of Nairobi. I am currently carrying out a research on "The factors affecting career mobility of women to executive positions in the Kenyan Civil Service". This is a requirement to complete my MBA course project at the University of Nairobi.

Your Ministry has been selected to form part of this study. This letter is to kindly request you to assist me collect the data by filling out the accompanying questionnaire, which I will collect from you.

The information provided will be used exclusively for academic purposes. My supervisor and I assure you that the information you give will be treated with strict and utmost confidence. Your name or the name of your Ministry will not be mentioned in this research.

A copy of this research project will be made available to you upon request. I will appreciate your cooperation in this academic exercise.

Thanking you in advance,

Yours faithfully,

Maina, Pasqualina W.

PROF. Peter K' Obonyo.

D61/P/7042/07

Professor, UON, School of Business

UON School of Business

APPENDIX 3: QUESTIONNAIRE

FACTORS AFFECTING CAREERMOBILITY OF WOMEN TO EXECUTIVE POSITIONS IN THE KENYAN CIVIL SERVICE

SECTION A: DEMOGRAPHIC INFORMATION

1) Name (Optional)

2) Ministry *years served in Kenyan Civil Service*

3) Department

4) Designation

5) Job Group

P S V

Q T

R U

7) Age of the respondent

Less than 30 years 30 - 39 years 40 - 49 years

]

50 - 59 years [] 60 years and above []

8) Level of education

Primary certificate [] Diploma certificate [] Masters []

Secondary certificate [] University Degree [] PhD []

Any other (kindly specify) _____

9) Number of years served in Kenyan Civil Service

Less than 5 years [] 10 – 14 years [] 20 years and above []

5 – 9 years [] 15 – 19 years []

10) Marital status

Single [] Widowed [] Divorced []

Married [] Separated []

SECTION B: FACTORS AFFECTING CAREER MOBILITY

11) Listed below are statements on challenges that may be faced by women. To what extent are these challenges perceived to be hindrances to career mobility of women to executive positions in the Kenyan civil service?

1. Not at all
2. To a less extent
3. To a moderate extent
4. To a large extent
5. To a very large extent

Hindrances to women's appointment to executive positions	Not at all (1)	To a less extent (2)	To a moderate extent (3)	To a large extent (4)	To a very large extent (5)
Lack of adequate academic qualifications					
Lack of professional qualifications					
Lack of networking					
Lack of mentoring					
Corporate culture					
Lack of self control (being emotional)					
Male attitude towards women					
Impartiality by supervisors					
Socialization processes					
Un-supportive husbands and husbands affected by inferiority complex					

Inadequate analytical skills					
Inadequate time management skills					
Poor problem solving skills					
Inability to cope with stress					
Poor decision making					
Social/cultural factors					
Inability to balance domestic and work demands					
Failure to take advantage of job opportunities					
Discouragement from expectation of their communities					
Women's own attitude (lack of self confidence, fear of risk taking, fear of criticism, fear of competition)					
Lack of family friendly laws that would allow for flex time, children day care facilities etc.					

Discriminatory laws and practices					
Inadequate Technical Competence					
Lack of creativity					
Inadequate conceptual skills					
Inadequate communication skills					
Male dominance					

12) The following are suggestions made about how to encourage more women taking on executive positions. Tick on the three best and most effective ways of involving women in appointment to executive positions in civil service. Kindly explain your answer

a) Training []

Reason: _____

a) Mentoring []

Reason: _____

b) Dispelling the Myths about what makes a good Leader. []

Reason: _____

Reason: _____

c) Looking at the wider changes needed such as more family friendly working practices and the governing legislation []

Reason: _____

12) Others _____

THANKS FOR COOPERATION