FACTORS INFLUENCING INVOLVEMENT OF WOMEN IN STRATEGIC PLANNING IN NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI

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DECLARATION

I hereby declare that this research project is my own work and effort and it has not been presented in any other university anywhere for an academic award.

Signed-- Date--

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D61/65504/2013

This research project has been submitted for examination with my approval as the Candidate's University supervisor.

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This project would not have been a success without the contribution of a number of individuals and groups that I sincerely wish to acknowledge. Special appreciation goes to my supervisor, Dr. Joseph Owino for his advice, guidance, and generosity with his time when it came to discussing issues regarding this project. I also wish to thank my family and friends for their moral support and encouragement when I was pursuing the project.

DEDICATION

I dedicate this project to God Almighty, my Creator and my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program.

I also dedicate this work to my husband; Martin Gitahi whose inspiration has gone a long way in ensuring that I give it all it takes to finish that which I have started. My family and friends too have been there for me during my study.

Thank you, all and God bless you.

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ABSTRACT

The objectives of this study was to identify the extent of influence of educational qualifications, experience, social cultural factors and organization policies have on involvement of women in strategic planning at Non-Governmental Organization in Nairobi. A descriptive survey design was used in this research. The target population of the study was 200 employees who were employed by International Non-Governmental Organization operating in Nairobi. Factor Analysis Stratified random sampling was done to staff in the strata of senior management, middle management and senior officers. The respondents were finally identified using simple random sampling. To collect data and information from the sampled respondents, a questionnaire was used. The data was analyzed using statistical package for social sciences (SPSS) and Microsoft excel. The findings of the study show that Experience and Organization Policies are very significant factors influencing involvement of women in strategic planning for Non-Governmental Organization in Nairobi. The study found out that there is a strong significant relationship between Experience and Organization Policies and involvement of women in strategic planning for non-governmental organization in Nairobi, with a unit increase in Experience would lead to increase in involvement of women in strategic planning level by a factor of 0.862, and a unit increase in Organization Policies would lead to increase in involvement of women in strategic planning level by factors of 0.839. The study recommended for further research at not-profit organization. Given that this study only covered the factors influencing involvement of women in strategic planning processes for Non-governmental organization in Nairobi, other studies need to be done on not-profit organization such as government organizations in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Porter (2009), strategic planning is the process through which an organization utilizes efficient criteria and thorough examination to plan focused procedures that empower the firm to discover a position in the present environment by definition, execution, and control of formally archived organizational expectations. The strategic planning procedure comprises the development of company vision and mission statement, carrying out a situational analysis, as well as a strategy preparation. Once formulated, strategies are implemented, closely monitored and their performance evaluated (Porter, 2009). In the current situation, firms face increased environmental changes triggered by globalization and more competitive markets.

Role Congruity theory, Feminist theory, and Fullan's theory form the basis of this study. Eagly and Karau (2002), postulate that Role Congruity Theory advocates the associations that individuals identify between the features of associates of a community group and the requirements of the societal responsibilities that group members hold or seek to acquire. Regarding women and leadership, the bias concentrated towards female administrators arises from the inappropriateness that individuals see between the attributes of ladies and the needs of leadership responsibilities.

The involvement of women in strategic planning in diverse, multifaceted setting is still understudied as far as thorough, empirical research. Additionally, and it is imprecise given the privation of interest in gendered strategic planning practice concerns or the push to the achievement of a politically right approach which

disregards the importance of gender in leadership (Lowe & Gardner, 2000). The greater part of the existing studies is Western-based, which contrast tests of women and men are searching for distinct modifications or organizational implications constructed through the gender aspect. Also, they seek to observe issues such as gender prejudice, and stereotypes. Onsongo (2010) postulates that in the Kenyan culture, women are perceived as procreators of the future generation and in addition makers of products and services. Nevertheless, in various Kenyan societies, there are traditional discernments where women are regarded as inferior beings to men. The perception prevails invoking the conservation of African culture to substantiate the female subservience.

Consequently, men habitually dominate women in diverse aspects such as politics, religious activities, economic and commercial ventures, academics and domestic spheres. This condition has compelled approaches towards the empowerment of women by providing them their due status, privileges, and duties and enabling them to contribute aggressively to decision-making activities. The study tries to build up variables affecting the definition of women involvement and inclusion in critical strategic planning processes. Women participation in the strategic planning process comprises the incorporation of the opinions and the influence of the women in the course of designing, execution, and evaluation of the strategic planning practices for non-governmental organizations in Kenya. This study aims at determining the scope to which women involvement in strategic planning processes for a non-governmental organization in Nairobi is explicated by their educational qualification, experience, social and cultural factors as well as the organizational policy.

1.1.1 Strategic Planning

This is an all-encompassing term referring to how environmental analysis is done; regarding the formulation, implementation, and evaluation of strategies in an organization. Additionally, it refers to approaches that are recurrently applied in the assessment of the past, present and future plans for a specific organization. It expresses what an organization would like to achieve or to accomplish within a given time-frame. In some organizations, the mission and vision statement are combined into a single statement while in others it is separated and is often in the form of a single sentence. (Pearce & Robinson, 2003)

Key decisions influence the organizational relations to its external environments as well as encompassing the whole organization. According to Shirley (1982), the success of this influence is dependent on the input from all of the productive areas in the association and has a direct impact on its organizational and administrative undertakings. Most importantly, it is indispensably significant to the long-term performance of the organization. Although strategic planning is vital, the most critical approach revolves around its application in various agencies. Numerous associations continue rethinking their main mission and vision declarations, constitute sessions and incorporate specialists to figure out strategies in order to attain a competitive edge and increase their capacity to manage the unexpected environmental changes.

Strategic planning practices are imperative as it prompts the development of customer-centered services, quality administration, innovation systems, innovative work and the creation of organizations' operation techniques. Also, the workforce management procedures and budgetary policies, execution of the association of the partnership accomplishment must be bolstered through the adoption of strategic

decisions in diverse organizations. Bryson (2004) posits that strategic planning is a disciplined approach aimed at creating crucial decisions and undertakings that shape and guide what an organization or other identity or the approach adopted in realizing its objectives. Moreover, it allows the organization to anticipate and deal with dynamic and rapidly changing environment and accounts for efficient allocation of resources.

1.1.2 Women Involvement in Strategic Planning

There is diverse global progress aimed at acknowledging the role of women in political, social and economic equality. In Kenya, nevertheless, women are predominantly underestimated in various aspects of the society, principally in the scope of management and decision-making processes in organizations. According to a 2009 review by the Ministry of Gender, just 30.9 percent of those employed in Kenya's open administration are ladies, 72 percent of who are in the lower frameworks. This same imbalance happens in the judiciary, in the political parties' governance and management as well as in political representation: Additionally, women hold just around 10 percent of the seats in the tenth Parliament, leaving men to dominate almost all aspects of the management of administrative activities in the society.

The moral and values for managing organization business are critical in the involvement of women. The organization converts the investors' inputs, employees, and suppliers into good output which will return some benefit to the organization. Bryson (2006) posits that the ideal size of strategic planning team is four to seven people and certainly no more than nine. The team should be representatives of large groups this is so because there is a trade - off between getting people involved and

getting some result coming from the process. However, the team needs to be as inclusive as possible. Keeping participants involved and highly engaged is the most important thing to the success of a strategic planning process as this increases ownership of the process by the women. Bryson (2006) says that an effective communication plan to keep participants informed of the strategic planning process is often imperative for the process and the success. Also, it is evident that traditional and insistent barriers hinder the active pursuit of women participation in strategic planning (Bartol et al., 2003; Hoyt, 2005; Powell et al., 2002; Sczesny, 2003). Nevertheless, since research and strategy tend to focus on gender issues in light of the premise that women are underestimated, and a discriminatory limitation impact is still the significant obstacle to women's participation in central leadership, other current and critical issues may go unnoticed or misconstrued.

1.1.3 Non-Governmental Organization in Kenya

Kenya has become a nation of non-governmental corporations. The activities of non-governmental organizations in this nation have gained increased momentum because of the failure of each the government firms and for revenue firms to achieve their missions and purposes, comprising the accomplishment of their obligations to their stakeholders, consumers, and beneficiaries (Farrington & Bebbington, 1993; Nobusue, 2002; Ray, 1983; Siddiqui, 1996). Non-governmental corporations have appeared as a substitute solution to the requirements of the community. The pursuits of the non-governmental organizations arise from the economic development, and the reduction of poverty through the creation of employment opportunities, micro-credit, and the elimination of diverse gender disparities. Additionally, the non-governmental organizations spearhead the schooling, social construction and protection of human rights and advocacy of their conservation, social and environmental progress,

marginally positioned and the defense on outreach communities' where these organizations have achieved huge success (Hossain & Khoda, 2007).

The World Bank (2005) refers to the non- governmental organizations as not-for-profit establishments that are legally constituted and professionalized to showcase public interest and values of their members. According to Billis and Glennerster (1998), non-governmental organizations share some core organizational characteristics that distinguish them from private firms and public agencies comprising multiple stakeholders, ambiguous and hybrid structures, both paid and unpaid human resources, and external financing. Furthermore, non-governmental organizations' organizational cultures seem to be less formal and to be driven by altruism and mutualism (Kendall, 2003). According to Anheier (2005), non-Governmental organizations are distinguished by the existence of both paid and unpaid work. Paid work is regulated by labor contracts and organizational personnel policies. Volunteer work is not just unpaid non-compulsory work, but it is also informal work not settled within employment relation regulations (ILO, 2011). However, an assessment of literature indicates that little research has been accomplished so far on women involvement in strategy planning at a non-governmental organization. In view of this, this study shall examine factors influencing women participation in strategy at a non-governmental organization.

1.2 Research Problem

Women face various challenges in their interest to participate in leadership roles and other decision-making activities. They include disparities in education and discrimination in workplaces. Additionally, there are other impacts of armed conflicts the advancement of liberal trade, all which inappropriately affect women (Farid,

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2007). Various factors are comprising educational qualification, capability, social and cultural aspects as well as the organizational policies on the involvement of women in decision-making. These factors are associated with different implications in previous experimental research both in private and public and sectors. However, there has been under investigation regarding the contribution of women in the administration of non-governmental organizations (Corry, 2010). Women face a deficiency of equitable access to quality education, a situation that limits their build-up of knowledge, capacity and abilities to realize well-paid jobs in the formal sector as well as propel them to achieve administrative positions of governance, where they can take part in organizational strategy planning. Without addressing the gaps in gender and discrepancies in education and literacy, the next generation of girls faces the risk of becoming equally relegated from management roles. Kark & Eagly (2010) posit that women leaders have a considerably higher involvement, consistency to the organizational mission as opposed to their male counterparts.

According to Lowe and Gardner (2000), the participation of women in strategy planning in different multi -cultural settings remains highly understudied concerning the rigorous, experimental research, given the lack of interest in gendered strategic planning process concerns. The Beijing Declaration and Platform for Action (1995), established that the inequality between women and men in power sharing, as well as other decision-making approaches, is a critical concern surrounding the aspect of women empowerment. It stated that an equal participation of women in decision-making is a demand for democracy and justice towards the female gender and also an essential circumstance through which women's interests can be accounted for. Huang, Hammer, Neal, and Perrin, (2004) posit that female citizens obstinately face a domestic burdens and family duties even for the working class since they are still the

designated traditional primary caregivers to their families. Consequently, their availability for work and other demands in the workplaces upsurges their stress, creating an inappropriate relationship between home and workplaces activities. Also, there may arise some behaviors and attitudes which may have a direct inhibition on their bid to achieve in various organizational administration and leadership especially in strategic planning practices.

Locally, Muli (2013) carried out a study on factors influencing the performance of women in a leadership position at Safaricom Ltd in Kenya. The study found out that right company policies which are not discriminatory are one of the key factors influencing the performance of women in a leadership position at Safaricom Limited. Musee (2014) carried a study on the top management team and strategic planning at Jhpiego Kenya. The author found out that a leader must provide effective leadership through his team of implementation; distinct tasks should be allotted to persons, and the organization should ensure that it focuses on core areas either for implementation or for New Business Development.

The literature indicates that most of the studies have focused on women leadership and overall top management team in private firms and government organizations and individuals. To the researcher's understanding, strategic planning processes and Non-governmental organizations have been under-investigated. Based on this, there is a gap in the literature that warrants a research to be conducted in order to investigate factors influencing women involvement in strategic planning processes for a non-governmental organization in Kenya. Specifically, the researcher addressed the question: What are the factors that affect women participation in strategic planning processes for Non-governmental organizations in Nairobi?

1.3 Research Objective

The goal of this investigation was to classify the factors that influence involvement of women in strategic planning processes for the Non-governmental organizations in Nairobi.

1.4 Value of the Study

In contributing to policy development, the findings of this study shall be valuable in assisting the women in formulating of the relevant policies for strategic planning that shall see that more women are involved in the strategic planning process. The findings of this study shall enable non-governmental organizations to know which practices are not implemented, which are poorly implemented and know the level of women participation in the strategic planning process. This will ensure that the policy makers implement the relevant policies that will make sure that not just more but talented women are involved in the strategic planning process and that the institution adopts strategic planning practices in its operations.

The findings of this study shall add value to the management process as it will point out the women participation in the strategic planning process and its importance in non-governmental organizations. Knowing this will ensure that the administration of Non-government organizations enhances the inclusiveness of their strategic planning process by involving more influential women in the strategic planning process. The study shall also seek to establish whether women are well or poorly involved in the strategic planning process. This will ensure that the management adopts consistent efforts or practices that shall see that not just more women are involved in the strategic planning process, but important women are involved.

The research will help in bridging the literature gap in the field of women involvement in strategic planning processes and non-governmental organization. Scholars will use information in this study as part of their literature review while carrying out further research on factors influencing women involvement in strategic planning for Non-governmental organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical basis of this study and empirical studies of various scholars and researchers from electronic journals, articles, and electronic books. This study shall be based on three theories namely: Role Congruity theory, Feminist theory, and Fullan's theory. The chapter also shall cover factors influencing women involvement in strategy planning and the empirical literature review.

2.2 Theoretical Foundation

This section reviews theories that are relevant to this area of study. The relevant theories that have been considered are feminist theory, role congruence theory and Fullan's theory.

2.2.1 The Role Congruity Theory

On the core of the view advocated through the role congruity theory (Eagly and Karau, 2002), is the premise that bias can emerge from the members of the relation that people perceive between the traits of members in a social group and the necessities of the social roles that participants occupy or seek to possess. Regarding women and leadership, the bias towards female leaders arises from the inappropriateness that people observe between the features of women and the necessities to occupy leadership positions. A key intention of the social role theory is that the many of such opinions regarding the sexes relate to the theoretical communal qualities of women and the agentic abilities in men. Communal qualities relate the interpersonal sensitivity, kind, helpful, nurturing and troubled concerning the well-being of others. Agentic attributes carry the aspect of aggression, use of force,

superior self-confidence, and self-sufficiency and in increased control. Eagly and Karau (2002) provides extensive substantiation from different investigators to show that gender is the most resilient individual characteristic used in the categorization of people. It features ahead of age, race, and occupation. Sex is regarded as the most apparent lens through which people observe the behaviors of others in the non-existence of particular details about the individuals. People easily and inevitably degenerate to stereotypical discernment to fill in all available voids. In this case, the theory connects to the existing study in its position that women are inhibited by the contradictory necessities of leadership roles versus their gender responsibilities.

Among the most distinctive characteristics provided by Eagly and Karau's theory include the notion of bias towards women. The discernment is portrayed both in the form of less advantageous assessment of leadership capabilities and unfavorable evaluation of specific management behaviors. They contend that the situation is triggered by the perception of organizational ability being more stereotypical in women as compared to men. Additionally, there is a belief that organizational and management behavior is to a large extent, undesirable in women than in men.

2.2.2 The Feminist Theory

This hypothesis perceives the pervasive impact of sexual orientation divisions on social life and tries to comprehend ladies' oppressions and the structures in the society that embrace this mistreatment and subordination. The women's activist viewpoint, assessing the numerous similarities between the genders, reasons that women and men have an equal potentiality to achieve their individual development. Differences in the realization of individual potentials result from remotely forced limitations and from the influence of social constructions and qualities (Nzomo, 1995). Feminists propose

three expansive viewpoints in attempting to clarify the absence of women from the senior administration in public and private sectors. The first viewpoint comprises the personal factors through which the scarcity of females in administrative positions is accredited to the psychosocial traits, containing personality features, outlooks, and developmental skills of women. Among individual factors include self-esteem and self-confidence, the absence of inspiration and determination to admit challenges to go up the hierarchy, women's squat prospects in leadership, reduced confidence, less emotive steadiness and lack of capacity to deal with the crisis (Bond 1996). On the other hand, individual features such as assertiveness, confidence; ingenious innovativeness, loyalty and honesty support women in their ascendency to high-ranking administrative positions (Singh and Shahabudin 2000).

The feminist theory relates to the present study since it discovers the social factors which provide a connection between an organizational structure and gender factors. The examination is concerned about the social construction of gender and the allotment of particular tasks, responsibilities, and anticipations to men and women, explicitly relative to the strategy planning practices. The social factors result in different stereotypical opinions concerning women's capabilities provided in the cultural setting. The interpretation that top administrative positions are only appropriate for men downgrades women to subordinate roles, positioning the prominence to the women's tasks as mothers, nurturers, and caregivers.

2.2.3 Fullan's Theory of Educational Change

Fullan's theory (2001) of educational change argues that policy once developed should be implemented and put into practice. The researcher utilized this theory because women leadership development could be having challenges in the

development processes while educators have challenges in putting it into practice. Therefore, the theory presents and discusses factors that affect implementation of policies especially those that deal with women leadership. According to Fullan's theory, change does not happen automatically but goes through a process of education and dissemination of new concepts pertaining to the process. The theory explains three features. First, the theory identifies the characteristics of change that include the need for clarity and quality of change. Secondly, the features that affect that change such as teachers' perception of women leadership, culture, training and strategies to improve women leadership development, and thirdly the external factors that influence change which comprises both external and internal aspects of the world arena, for gender policies and the constitution.

2.3 Empirical Review

According to the United Nations report of 2007, women represent the majority of the world's illiterate populace. In a number of developing global areas, gender gaps in education and literacy persist. Without equitable access to pleasant schooling, women do not have the style to assemble their skills, capabilities and competencies to warrant their entry to good-paid, formal sector jobs and achieve positions of administration, accordingly get involved in strategic planning. Besides gender gaps in literacy and schooling are addressed, the following new release of women will, as a rule, is in a similar approach marginalized from management roles.

Distinctive problems raised in terms of women's entry into education were rural-metropolis disparities in levels and excellent of schooling. Gender role stereotyping was additionally raised as a difficulty to be addressed, as it's typically reinforced with the help of training curricula and hinders ladies from taking up administration roles. A

number of contributors (from nations such as Indonesia, India, Iraq, Tanzania and Nigeria) emphasized that the absence of comprehensive management training, skills training, professional development, decision- making skills and mentorship programs, has a role to play in preventing women from being perceived as effective administrators in strategy planning. Decision-making is considered a skill, which can be improved through continuously practicing the skill. Women require being encouraged and offered the requisite prospect to make sound decisions for themselves and the society as a whole.

Kark and Eagly (2010) postulate that female administrators were rated considerably higher than their male counterparts on participation, reliability, mission and age. The authors also posit that there is negligible variance between how women and men are appraised especially those under the age of 40 in leadership positions. Younger leaders are considered less favorably compared to older ones; nonetheless, this is a misconception considering the opinion of other leaders in the same organization. The situation insinuates that younger leaders are likely to advantage from undertakings that improve their self-confidence. This is predominantly true that women under the age of 40 as they awarded themselves the lowest ratings. Firms are developing the leadership skills of their younger administrators, particularly women, which may require considering this while mounting leadership development programs or other undertakings to assist their leaders. Consequently, the firms will enhance women's participation in strategy planning in organizations.

Women consistently face more household needs and family responsibility (Huang, Hammer, Neal, & Perrin, 2004; Jurik, 1998; Milkie & Peltola, 1999; Moen & Yu, 2000; Rothbard, 2001) even when working external the residence on the grounds that

females are still anticipated to be the predominant caregivers. This reduces the time available for employment and raises stress, leading to further work-family clash and attitudes and behaviors that intervene with trade management. Men then again are anticipated to be excellent fiscal vendors for his or her households and commit time to industry. Consequently, as breadwinners, guys are greater equipped to maintain their household and work desires even as than ladies (Jennings & McDougald, 2007; Simon, 1995). Guys are likely to make bigger sacrifices at living so to preserve their work tasks whereas women do the opposite (Jennings & McDougald, 2007; Martins, Eddleston, & Veiga, 2002; Milkie & Peltola, 1999; Moen & Yu, 2000; Rothbard, 2001).

Female leaders will talents so much much less work agenda autonomy and suppleness on the occasion that they proceed to work within the natural retail and private choices industries which have each inflexible hours or disturbing purchasers (Bates, 2002; Cliff, 1998; Kim & Ling, 2001) leaving ladies less control over their work environments and bigger phases of labor family conflict. Family-work constraints can lead ladies to drag double accountability with the house and work duties, and in flip avert business development as an alternative than inspire it, supply larger precedence to their companion's careers and make sacrifices of their own. This results in smaller employment size, revenues, and sales levels of girls led businesses (Jennings & McDougald, 2007). Therefore, affecting females' involvement in method planning.

Institution insurance policies have profound effects on ladies participation in system planning. Greenwald (1996) argues that corporate managers probably introduce adored ones-excellent insurance policies for the sake of bigger working stipulations and that those special measures will undoubtedly yield larger positive aspects for companies. Perry-Smith and Blum (2000) additionally postulate that family-first-class

insurance policies have a constructive have an effect on businesses as a mechanism for aggressive knowledge. Shepard, Clifton, and Kruse (1996) have brought up that organization with a bendy employment constitution such because the flextime approach can lift their productiveness by using 10% in comparison with those without such methods, which implies that extra bendy employment strategies effect in productiveness growth.

Additionally to the little one care go away process, a lot of awareness has been recently paid for the quite a lot of and flexible personnel administration of facilitating the stableness of labor and lifestyles. A type of innovative methods is to examine the outcome of particularly plenty of family-nice policies. The thought of adored ones-friendliness emerged in Western international locations after the 19 Eighties as a system to stability work and individual lives against the heritage of developing working mothers, declining birthrates and accelerating social growing old characteristics, numerous family forms and visible alterations in individual existence.

Pearce and Robinson, (2003) argued that process control is primary in tracking if procedures are being applied to deliberate and choosing problems or bills in its underlying premises and making quintessential adjustments. It requires responsible managers to ask themselves the following two units of questions; first, are we relocating within the correct direction? Are our assumptions about major tendencies and alterations proper? Are we doing the important matters that have to be completed? Should we regulate or abort the method? Secondly, how are we performing? Are goals and schedules being met? Are expenses, revenues and money flows matching projections? Do we have to make operational alterations?

Yabs (2010) identifies three types of strategic control: Feed-forward controls; Concurrent controls and Feedback controls. Feed-forward controls are instituted during the formulation of the strategy. They ensure timely commencement of work delivery of inputs in time, availability and quality control of all inputs and fulfillment of all formalities. These controls are to ensure that the firm or organization function properly. Concurrent controls are inbuilt with the strategy to check progress from inside and to institute accurate measures as implementation continues. They are sometimes called steering controls because they allow changes of direction of developments as situations demand. They include an interim report, quarterly or monthly reports, international audit-exercises, quality control checks while production continues such as continuous assessment tests in colleges, drill exercises for disaster management and fire-drill for emergency fire exercises. Feedback controls are those controls that are instituted after the strategy implementation is complete.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the appropriate research design that was used to conduct the study. The main areas of focus in this chapter were researched design, the population of the study, sampling, sample size, data gathering, and data analysis.

3.2 Research Design

According to Upagade & Shende (2012), research design is the arrangement of conditions for assortment and analysis of knowledge in a way that ambitions to combine relevance to the study rationale with the economic system in the system. It is the logical manner wherein participants or different models are compared and analyzed and acts because the foundation of making interpretations from the data. A descriptive survey was used in this study. A descriptive study was chosen because according to Cooper and Schindler (2001), it is concerned with finding out who, what, where, when, and how of variables. This was the concern of the researcher in this study. Thus it is the most appropriate design to investigate the factors influencing women involvement in strategy planning for a non-governmental organization in Nairobi.

3.3 Population of the Study

Mugenda and Mugenda (2003) describe a population as an entire group of persons, events or objects having common features that conform to a particular description. The population of interest consisted of the international non-governmental organizations operating in Kenya. According to the Non-governmental organizations Coordinating Bureau, there were 316 registered International non-governmental

organizations working in Kenya as of August 2013. Most of these non-governmental organizations operated in more than one sector of the economy.

3.3 Sampling Procedure and Sample Size

According to Mugenda & Mugenda (1999), sample size is a sub-set of the population to which research intends to generalize the results. The objective of the investigation was to analyze an example and afterward sum up the outcomes to the populace. How precisely we can sum up results from an offered test to the populace relies on upon the representativeness of the specimen. The level of representativeness of an example alludes to how intently the specimen reflects the populace (Gravetta and Forzano, 2006).

Stratified random sampling was done to staff at the head office in the strata of senior management, middle management and senior officers. The respondents were identified using simple random sampling. The sample size was 200 employees within the ranks of senior management, middle level and senior levels drawn from the 100 international non-governmental organizations operating in Kenya determined as follows:

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

For equal representation of international non-governmental organization, 2 respondents were picked from 100 international non-governmental organizations. Thus there were 2 respondents from each of the 100 international non-governmental organizations making it a total of 200 respondents.

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3.4 Data Collection

The study used primary data. According to Kothari (2004), primary data is information gathered directly from the respondent. The data was collected using a semi-structured questionnaire administered to the employees. The questionnaires was self-administered and distributed via email. The target respondents included senior managers, middle managers, and senior officers who are usually the contact persons of 100 international non-governmental organization surveys. The questionnaire consisted of two sections, section one covered the background information relating to international non-governmental organization respondent and section two was on strategic planning. The questionnaire sought to obtain information in order to identify factors influencing women involvement in strategy planning for non-governmental organization in Nairobi.

3.5 Data Analysis

According to Bogdan & Biklen (2003), data analysis includes working with the data, arranging them, breaking them into sensible things, coding them, combining them, and hunting down examples. Descriptive statistics used to describe the response. Descriptive statistics give trends which when interpreted provide patterns. Newman & Benz (1998) observed that descriptive research involved studying of issues of their normal settings making an attempt to make the feel of, or interpret, phenomena in terms of meanings persons bring to them. Descriptive statistics and Factor Analysis were used in the analysis of data. The descriptive statistical method was used to explain the characteristics of the employee. This involved the use of tables and percentages. The factor Analysis model explained the variability of the various factor as influenced by the different subsets of the independent variables that influence involvement of women in strategic planning.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS, AND DISCUSSION

4.1 Introduction

This chapter explains and presents of the outcome of the investigation carried out in this survey, in particular, section 4.2 covers a summary of statistics, in section 4.3 estimated model, section 4.4 the discussion and finally section 4.5 reviewed the summary.

4.2 Drivers to Women Involvement

The dependent variables considered in this investigation include the involvement of women in strategic planning. This was measured by use of a Likert scale. participants were asked to specify their degree of agreement or disagreement with the statements about the involvement of women in strategic planning.

Table 4.1: Drivers to Women Involvement

No	Statement		Frequency	Mean	STD Deviation
Drivers to Women Involvement					
1	Best strategic performers are rewarded	Agree Strongly agree Total	11 46 57	4.80	.3957
2	The organization has a system of identifying star strategic performers.	Neutral Agree Strongly agree Total	2 17 38 57	4.63	.5552
3	Involvement of women in strategic planning is increased with creating requirements for gender-sensitive monitoring and evaluation systems in the organization.	Neutral Agree Strongly agree Total	3 13 41 57	4.67	.5774
4	Acknowledging women's strategic performance and their full participation in decision-making and governance of resources by the organization have increased women involvement in strategic planning.	Neutral Agree Strongly agree Total	7 12 38 57	4.64	.7088
	Overall Score			**4.690**	**0.55927**

Source: Research data (2016)

This table 4.1 represents the result relating to drivers of women involvement in strategic planning. This was measured by use of a Likert scale. The findings show that drivers of women participation in strategic planning had an overall mean of 4.69 and standard deviation of 0.5592. The respondents strongly agreed that policies like "Best strategic performers are rewarded, which had an average of 4.80" are key for creating an enabling environment for women involvement in strategic planning. This shows that more women are involved in strategic planning when the organization links the best strategic performer with rewards.

4.2.1 Factor influencing Women Involvement in strategic Planning

The independent variables of this study are Educational Qualifications, Experience, Social Cultural Factors, and Organization Policies. This was measured by use of a Likert scale. Respondents were requested to indicate their degree of agreement or disagreement with the statements about the independent variables as shown in Table 4.2.

Table 4.2 Factor influencing Women Involvement in strategic Planning

No	Statement		Frequency	Mean	STD Deviation
Educational Qualifications					
1	The level of involvement of women in strategic planning is increased with increase in the higher level of education.	Neutral Agree Strongly agree Total	1 10 46 57	4.79	.4526
2	The level of involvement of women in strategic planning is increased with the area of education.	Neutral Agree Strongly agree Total	13 11 33 57	4.35	.8343
3	Technical capacity staff in gender issues and internal capacity building in the organization has improved women involvement in strategic planning.	Neutral Agree Strongly agree Total	14 15 28 57	4.25	.8298
	Overall Score			**4.463**	**0.70557**
Experience					
1	Involvement of women in strategic planning is increased with the ladies' related occupational experiences.	Neutral Agree Strongly agree Total	9 3 45 57	4.63	.7472
2	Involvement of women in strategic planning is improved by women's business skills	Neutral Agree Strongly agree Total	8 17 32 57	4.42	.7306
3	Expatriate women manager deliver better when involved in strategic planning than Kenyan women.	Neutral Agree Strongly agree Total	7 6 44 57	4.65	.6941
4	Women who have worked with organizations for more than 5 years relate well with staff.	Neutral Agree Strongly agree Total	15 19 23 57	4.14	.8115
	Overall Score			**4.46**	**.81335**
Social Cultural Factors					
1	Involvement of women in strategic planning is improved by social support and encouragement women receive from the organization.	Neutral Agree Strongly agree Total	1 15 41 57	4.70	.4988
2	Involvement of women in strategic planning is enhanced by the culture of participation and consultation encouraged by the	Neutral Strongly agree Total	15 42 57	4.74	.4443

	organization.				
3	Gender issues such as flexible working hours for both women and men has increased women involvement in strategic management.	Neutral Agree Strongly agree Total	2 11 44 57	4.74	.5185
4	Involvement of women in strategic planning is negatively affected by their household and family chores	Neutral Agree Strongly agree Total	5 26 26 57	4.37	.6445
5	Involvement of women in strategic planning depends on the childbearing by women.	Neutral Agree Strongly agree Total	4 14 39 57	4.61	.6198
	Overall Score			**4.506**	**0.54518**
Organization Policies					
1	Family friendly policies have boosted the morale and productivity of women involved in strategic planning.	Neutral Agree Strongly agree Total	1 9 47 57	4.81	.4407
2	Gender mainstreaming policy is important in boosting the confidence of women in their work.	Neutral Agree Strongly agree Total	2 14 41 57	4.68	.5398
3	Policies and practices that discriminate against women reduce women's morale and their involvement in strategic planning.	Neutral Agree Strongly agree Total	4 15 38 57	4.60	.6228
4	Involvement of women in strategic planning is enhanced by equality of opportunity between women and men.	Neutral Agree Strongly agree Total	10 12 35 57	4.44	.7796
	Overall Score			**4.633**	**0.59573**

Source: Research data (2016)

The respondents were invited to specify their level of agreement or disagreement with statements liked to education qualification with women involvement in strategic planning. The responses were captured on a Likert Scale questionnaire. The responses had a mean of 4.463 and a standard deviation of 0.7056. The result shows that there is an increase in women involvement in strategic planning with an increase in the higher level of education with a mean of 4.79 and a standard deviation of 0.4526. The level

of participation of women in strategic planning is increased with the area of teaching with an average of 4.35 and a standard deviation of 0. .8343. Furthermore, Technical capacity staff in gender issues and internal capacity building in the organization has improved women involvement in strategic planning had a mean of 4.25 and standard deviation of 0. .8343. The results indicate that respondents strongly agree involvement of women in strategic planning is increased with increase in education qualification. Therefore there was a general view among the respondents that education was an important determinant of women involvement in strategic planning.

The respondents were asked to show their level of agreement or disagreement with statements liked to women experience with the ladies participation in strategic planning. The responses were captured on a Likert Scale questionnaire. The responses had a mean of 4.46 and a standard deviation of 0. 8134. The result shows that Expatriate women manager delivered better when involved in strategic planning than Kenyan women and had the highest mean of 4.65 and a standard deviation of 0.694. Involvement of women in strategic planning is increased with the ladies' related occupational experiences had an average of 4.63 and a standard deviation of 0.7472. Furthermore, Involvement of women in strategic planning is improved by women's business skills had an average of 4.42 and a standard deviation of 0. 7306.

The respondents were requested to indicate their level of agreement or disagreement with statements linked to social, cultural factors with women involvement in strategic planning. The responses were captured on a Likert Scale questionnaire. The result shows that Social Cultural Factors had an overall mean of 4.506 and a standard deviation of 0.5452. This demonstrated that social, cultural factors do influence women involvement in strategic planning. The result shows that Gender issues such as flexible working hours for both women and men increase women participation in

strategic planning with a mean of 4.74 and a standard deviation of 0. 5185. Involvement of women in strategic planning is enhanced by the culture of participation and consultation encouraged by the organization had a mean 4.74 and a standard deviation of 0.4443. Furthermore, Involvement of women in strategic planning is improved by social support and encouragement women receive from the organization with a mean 4.70 and a standard deviation of 0.4988.

The respondents were requested to indicate their level of agreement or disagreement with statements liked to organization Policies with women involvement in strategic planning. The responses were captured on a Likert Scale questionnaire. The result shows that organization policies had an overall mean of 4.633 and a standard deviation of 0.5957.

Organization policies had the highest overall mean of 4.633 compared with other factors that influence involvement of women in strategic planning. The respondents agreed that policies like Family friendly policies had boosted the morale and productivity of women involved in strategic planning with a mean of 4.81 and standard deviation of 0.4407, and gender mainstreaming with a mean of 4.68 and standard deviation of 0. 5398 were key in creating an environment conducive for women involvement in strategic planning. The result shows that positive policies are essential ingredients of better involvement of women in strategic planning.

4.3 Factor Analysis

Table 4.3 Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.859	14.296	14.296	2.403	12.013	12.013
2	2.230	11.149	25.445	1.945	9.725	21.738
3	2.084	10.420	35.866	1.879	9.397	31.135
4	1.670	8.349	44.215	1.599	7.996	39.130
5	1.551	7.755	51.970	1.570	7.852	46.982
6	1.438	7.192	59.162	1.520	7.600	54.583
7	1.101	5.505	64.667	1.459	7.294	61.877
8	1.040	5.198	69.865	1.391	6.953	68.830
9	1.011	5.057	74.921	1.218	6.091	74.921
10	.872	4.361	79.282			
11	.701	3.504	82.787			
12	.688	3.441	86.228			
13	.581	2.907	89.134			
14	.461	2.305	91.440			
15	.381	1.906	93.346			
16	.361	1.806	95.152			
17	.311	1.553	96.705			
18	.274	1.371	98.076			
19	.249	1.243	99.319			
20	.136	.681	100.000			

Extraction Method: Principal Component Analysis.

The table 4.3 represents the actual factors that were extracted. The section labeled "Rotation sums of Squared Loadings" shows only those factors that met the researcher's cut-off criterion. In this case there were 9 factors with eigenvalues greater than one. The rest didn't make the grade. The "% of variance" column tells how much of the total variability in all the variables together can be accounted for by each of these summary scales or factors. Factor 1 accounts 12.013% of the variability in all the 20 variables, Factor 2 accounts 9.725% of the variability in all the 20 variables, and Factor 9 accounts 6.91% of the variability in all the 20 variables.

Table 4.4 Rotated Component Matrix

	Component								
	1	2	3	4	5	6	7	8	9
HIGHR001			.826						
AREA002			.844						
TECH003									.585
RELATED001	.744								
BUSINE002									
EXPART003							.871		
YEARS004				.590					
SUPPORT001								.885	
CULTURE002					.768				
GENDER003		.561							
HOUSE004									.746
CHILD005					.818				
FAMILY001	.809								
MAINSTR002	.750								
DISCRIM003							.627		
EQUALITY004						.867			
BEST001				.647					
ORGANI002		.788							
CREAT003									
ACKNOW004		.760							

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

The Table 4.4 represents the Rotated Component Matrix. The Rotated Component Matrix shows the factor loadings for each variable. The first two subset HIGHR001 and AREA002 loaded strongly on Factor 3 by AREA002 (0.844), and HIGHR001 (0.826). This shows that almost all variable that measure education qualification are highly correlated with factor 3. Subset TECH003 and CHILD005 loaded strongly on Factor 9 with 0.585 and 0.746 respectively. This means some variable that measure education qualification and social cultural factors are relatively correlated with factor

9. Subset RELATED001, FAMILY001 and MAINSTR002 loaded strongly on Factor 1 with 0.744, 0.809 and 0.750 respectively. This indicates that some variable that measure experience, and organization policy are highly correlated with factor 1. Subset EXPART003 and DISCRIM003 loaded strongly on Factor 7 with 0.871 and 0.627 respectively, meaning some variables that measure experience and organization policies correlate with factor 7. Subset YEARS004 and BEST001 loaded strongly on Factor 4 with 0.590 and 0.647 respectively, indicating that variable that measures experience and drivers to women involvement correlated highly with factor 4. Subset SUPPORT001 loaded strongly on Factor 8 with 0.885. Subset CULTURE002 loaded strongly on Factor 5 with 0.768, meaning that variables that measure social cultural factors are highly correlated with factor 5. Subset GENDER003 ORGANI002 and ACKNOW004 loaded strongly on Factor 2 with0.561, 0.788 and 0.760 respectively. And Subset EQUALITY004 loaded strongly on Factor 6 with 0.867. This reveals that variables that measure organization policies are highly correlated with Factor 2.

4.4 Discussion

From the findings on the Total Variance Explained, Rotation Sums of Squared Loadings had only nine factors with Eigenvalues greater than one to explain the factor influencing involvement of women in strategic planning due to changes in the independent variable which are Educational Qualifications, Experience, Social Cultural Factors, and Organization Policies. The study found out that Factor 1 accounts 12.013% of the variability, Factor 2 accounts 9.725% of the variability, and Factor 9 was the last which accounted 6.91% of the variability. Factor 1 was strongly loaded by subset RELATED001, FAMILY001 and MAINSTR002 loaded strongly on Factor 1 with 0.744, 0.809 and 0.750 respectively which are: Involvement of women in strategic planning is increased with women's related occupational experiences,

Family friendly policies have boosted the morale and productivity of women involved in strategic planning and Gender mainstreaming policy is important in boosting confidence of women in their work. Factor 2 was strongly loaded by GENDER003, ORGANI002 and ACKNOW004 loaded strongly on Factor 2 with0.561, 0.788 and 0.760 respectively which are: Gender issues such as flexible working hours for both women and men has increased women involvement in strategic management; The organization has a system of identifying star strategic performers; and Acknowledging women's strategic performance and their full participation in decision making and governance of resources by the organization has increased women involvement in strategic planning.

The study found out that there was a strong correlation between involvement of women in strategic planning and Experience, and Organization Policies. The study showed that Experience, and Organization Policies influence involvement of women in strategic planning 12.013 %. The study found out that there is a strong significant relationship between Experience and Organization Policies and involvement of women in strategic planning for non-governmental organization in Nairobi, with a unit increase in Experience would lead to increase in involvement of women in strategic planning level, and a unit increase in Organization Policies would lead to increase in involvement of women in strategic planning level.

The result shows that Organization policies have profound effect on women involvement in strategy planning. Greenwald (1996) contends that administrators frequently present family-accommodating arrangements for better working conditions and that those exceptional measures will return bigger benefits for organizations. Perry-Smith and Blum (2000) likewise hypothesize that family-accommodating approaches positively affect associations as a system for upper hand. Shepard, Clifton

and Kruse (1996) have called attention to that organizations with an adaptable work structure, for example, the strategic scheduling framework can raise their efficiency by 10% contrasted with those without such frameworks, which recommends that more adaptable business frameworks prompt to profitability change.

The study found out that education qualification had a significant influence on the women involvement in strategic planning. The study is consistent with previous studies. Eagly and Carli (2004) explain that women who are better educated have better work performance than those who are not. This assertion is true for this study because the respondents asserted that women involved in strategic planning in their career are affected by the level of education. The findings also is in line with a United Nations Report of 2007 which reported that without fair access to quality education, ladies lack the way to construct their insight, limit and aptitudes to get to generously compensated, formal division occupations and accomplish places of initiative. Unless sex crevices in proficiency and training are tended to, the up and coming era of young ladies will be also minimized from initiative parts.

The study found out that experience had a significant influence on the women involvement in strategic planning. The study is consistent with previous studies. Brush and Hisrich (1991) found that among the 172 ladies entrepreneurs reacting to the second review, related experience was connected with business development. They inferred that the "precursor impacts" of the ladies business visionaries did in actuality influence business survival and development.

4.5 Summary

The main objective of the study was to identify factors that influence involvement of women in strategic planning due to changes in the independent variable which are Educational Qualifications, Experience, Social Cultural Factors, and Organization Policies. The study found out that there was a strong relationship between involvement of women in strategic planning and Educational Qualifications, Experience, Social Cultural Factors, and Organization Policies. The study showed that there was a strong positive relationship between Educational Qualifications, Experience, Social Cultural Factors, and Organization Policies and involvement of women in strategic planning.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, this chapter presents the following discussions, conclusion and recommendations were made. The responses were based on the objectives of the study. In particular section 5.2 reviewed the summary of the study, section 5.3 conclusion, section 5.4 reviewed the limitation of the study and finally section 5.5 reviewed the recommendation for further research.

5.2 Summary of the Study

The primary data in this analysis was collected from the international non-governmental organization operating in Kenya. The population of study was international non-governmental organization operating in Kenya. From the targeted population of 100 international non-governmental organizations, the researcher successfully got data from 57 of the international non-governmental organization. The findings of the study include:

The study found out that education qualification had a noteworthy impact on the ladies inclusion in strategic planning. The study was steady with Box et al. (1993) who found that there is a relationship between more elevated amounts of training and expanded execution among assembling firms in Oklahoma. Furthermore, testing the impacts of instruction on business proprietorship in a longitudinal study reported that the levels of staying and returning a business expanded with higher, levels of training (Dolinsky et al. 1993).

The study found out that Experience had a strong significant influence on the women involvement in strategic planning for international non-governmental organization in Kenya. The result shows that a unit increase in Experience would lead to increase in involvement of women in strategic planning level by a factor of 12.013%.

Social cultural factors were found to have a positive significant influence on involvement of women in strategic planning for international non-governmental organization in Kenya. The result shows that a unit increase in Social Cultural Factors would lead to increase in involvement of women in strategic planning level by a factor of 0.819.

Organization policies were found to have a strong positive influence on involvement of women in strategic planning for international non-governmental organization in Kenya. The result shows that a unit increase in Organization Policies would lead to increase in involvement of women in strategic planning level by factor 1. It was found that policies provided fair, stable and predictable working environments which in turn promote an environment for better involvement of women in strategic planning.

5.3 Conclusion

The results of the study show that Experience and Organization Policies are very significant factors influencing involvement of women in strategic planning for Non-Governmental Organization in Nairobi. The study found out that there is a strong significant relationship between Experience and Organization Policies and involvement of women in strategic planning for non-governmental organization in Nairobi, with a unit increase in Experience would lead to increase in involvement of women in strategic planning level by factor 1, and a unit increase in Organization Policies would lead to increase in involvement of women in strategic planning level

by factor1, which accounted 12.013% variability of the total variables. The study concludes that women experience and organization policies are significant factors that influence women involvement in strategic planning in Nairobi.

5.4 Limitation of the Study

In getting the objective of the exploration, the study was restricted to 100 of the worldwide Non-governmental organizations from which just two respondents was picked from each. The study was additionally constrained to the level of accuracy of the information got from the individual respondents.

The strategy utilized is descriptive research outline whereby the factors can't be controlled by the analyst. The study utilized survey as the instrument for gathering information. This is on account of time for the information accumulation was restricted to two weeks.

5.5 Recommendation for Further Research

Given that this study only covered the factors influencing involvement of women in strategic planning processes for Non-governmental organization in Nairobi, other studies need to be done on not-profit organization such as government organizations in Kenya.

The study on factors influencing involvement of women in strategic planning processes for Non-governmental organization in Nairobi had few respondents. Other similar studies can be done focusing on more respondents to increase the confidence.

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APPENDIX: Questionnaires

SECTION 1: BASIC INFORMATION

1) Name (Optional)…………………………………………………………….

2) Kindly indicate your age?

    a) 18 to 25 years [ ]   b) 26 to 35 years [ ]

    c) 36 - 45 years [ ]   d) 46 to 55 years [ ]   e) Over 55 years [ ]

3) Please indicate your education level?

    a) Primary Education [ ]   b) Secondary Education [ ]

    c) Tertiary Education [ ]   d) University/Graduate Education [ ]

    e) Post-Graduate Education [ ]   f) Doctor of Philosophy [ ]

4) Please Indicate your Position in your Organization?

    a) Senior Officers [ ]

    b) Middle Manager [ ]

    c) Top Management []

5) For how many years have you been employed by the Organization?

    a) Less than 5 Years [ ]   b)   6 -10 Years [ ]

    c) 11 to 15 years [ ]   d)   16 to 20 years [ ]

    e) More than 20 years [ ]

SECTION 2: FACTORS INFLUENCING WOMEN INVOLVEMENT IN STRATEGY PLANNING

Below are statements on factors that may influence women involvement in strategy planning for International non-governmental organizations:

The following statements are related to the effect of educational qualification on women involvement in strategy planning, experience as a factor influencing women involvement, social cultural fact, women involvement in strategy planning and organization policy as a factor influencing women involvement in strategy planning.

Kindly tick the statement as appropriate on your opinion on each statement:

Key: 1=strongly disagree, 2= disagree; 3=neutral; 4= agree; 5= strongly agree.

No	Statement	1	2	3	4	5
1	The level of involvement of women in strategic planning is increased with increase in the higher level of education.					
2	The level of involvement of women in strategic planning is increased with the area of education.					
3	Technical capacity staff in gender issues and internal capacity building in the organization has improved women involvement in strategic planning.					
4	Involvement of women in strategic planning is increased with women's related occupational experiences.					
5	Involvement of women in strategic planning is improved by women's business skills					
6	Expatriate women manager deliver better when involved in strategic planning than Kenyan women.					
7	Women who have worked with organizations for more than 5 years relate well with staff.					
8	Involvement of women in strategic planning is improved by social support and encouragement women receive from the organization.					

9	Involvement of women in strategic planning is enhanced by the culture of participation and consultation encouraged by the organization.					
10	Gender issues such as flexible working hours for both women and men has increased women involvement in strategic management.					
11	Involvement of women in strategic planning is negatively affected by their household and family chores					
12	Involvement of women in strategic planning depends on the childbearing by women.					
13	Family friendly policies have boosted the morale and productivity of women involved in strategic planning.					
14	Gender mainstreaming policy is important in boosting the confidence of women in their work.					
15	Policies and practices that discriminate against women reduce women's morale and their involvement in strategic planning.					
16	Involvement of women in strategic planning is enhanced by equality of opportunity between women and men.					
17	Best strategic performers are rewarded					
18	The organization has a system of identifying star strategic performers.					
19	Involvement of women in strategic planning is increased with creating requirements for gender-sensitive monitoring and evaluation systems in the organization.					
20	Acknowledging women's strategic performance and their full participation in decision-making and governance of resources by the organization have increased women involvement in strategic planning.					