

**UNIVERSITY OF NAIROBI**

**INSTITUTE OF ANTHROPOLOGY, GENDER AND AFRICAN STUDIES**

**THE PERCEPTION OF AFFIRMATIVE ACTION ON WOMEN  
RECRUITMENT AND CAREER DEVELOPMENT: A CASE STUDY OF THE  
WORLD FOOD PROGRAMMME (KENYA).**

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**A PROJECT SUBMITTED IN PARTIAL FULLFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF ARTS IN  
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## DEDICATION

ny children with a prayer that may you continue working hard for  
I know you will continue from where I will stop.

when I came home exhausted and the motivation to go on.

## **DEDICATION**

I dedicate this work to my children with a prayer that may you continue working hard for education never stops! I know you will continue from where I will stop.

You gave me a smile when I came home exhausted and the motivation to go on.

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## ABSTRACT

Affirmative Action is a policy or program providing advantages for people of a minority group who are seen to have traditionally been discriminated against, with the aim of creating a more egalitarian society through preferential access to education, employment, health care, social welfare, etc, enhance promoting equal opportunities. It has increased the number of women in paid employment and set them in career policies.

The purpose of this study was to examine the perception of affirmative action on women recruitment and career development in World Food Programme Kenya. The World Food Programme (WFP) is the food aid branch of the United Nations, and the world's largest humanitarian organization addressing hunger worldwide. WFP and the UN in general, ratified the International Convention on the Elimination of All Forms of Racial Discrimination thus endorsing Affirmative Action within its organisations and programmes. WFP provides food, on average, to 90 million people per year, 58 million of whom are children. With the headquarters in Rome and with more than 80 country/field offices around the world, WFP works to help people who are unable to produce or obtain enough food for themselves and their families. WFP has a large workforce of 10,200 people (2008) with 91% operating in the field. In Kenya, WFP has a total of 351 staff both in Nairobi and in the field, of which 134 are women (approx. 38%). ([www.wfp.org](http://www.wfp.org))

The study objectives were to establish the general perception about affirmative action, the contribution of affirmative action on women career development, the incorporation of affirmative action policies in recruitment of women in the organizations and relationship between affirmative action and employee, employer and organization performance. The study was guided by Rawls theory of Justice (1971) which states that all social primary goods - liberty and opportunity, income, jobs and wealth, and the bases of self-respect be distributed equally. The theory adds that inequalities in society are okay only if they are arranged so that the inequalities actually help out the least fortunate persons in society.

The research employed an Ex Post Facto Survey research design, which was deemed appropriate because it handles situations or events that have already occurred,

investigates variables with the same characteristics and does not manipulate the variables. A questionnaire was used in data collection. Purposive sampling technique was used in identifying the organization for the study; permanently employed career men and women were selected using simple random sampling.

Data was analyzed qualitatively and quantitatively facilitated by SPSS (Statistic Package for Social Science) Computer package. Data was presented in tables, graphs pie charts and frequency tables. The study was significant since it determined the perception the society hold on affirmative action, what was expected of affirmative action and what was on ground in employment opportunities, the benefit and shortfalls of embracing affirmative action to employees, employers and organization. The study informs the general public, government, organizations and individual people in the society on the effects of affirmative action to individual performance.

# CHAPTER ONE

## BACKGROUND OF THE STUDY

### 1.1 Introduction

The origin of affirmative action goes back to the John F. Kennedy's Executive Order 10925 of March 6, 1961. The terms of this epic order was the creation of the Commission on Equal Employment Opportunity with the view to ensuring that hiring and employment practices were free of bias (Sithole, Dastoor and Ippolito, 2006). This served as the impetus for the Civil Rights Act (July 2, 1964) signed by President Lyndon Johnson that prohibited all kinds of discrimination based on gender, race, color, religion, or national origin (Sithole et al, 2006).

On September 24, 1965 affirmative action was enforced for the first time by Executive Order 11246 (Hutchings, Martinez, Stein, and Tashiro, 1995). This Executive Order required contractors doing business with the federal government to take additional obligations to determine the under-utilization in their workplace and to develop a plan to remedy it, marking the beginning of "affirmative action." Hutchings et al, (1995) said that since then, employers are then obliged to make a good faith effort in targeting underrepresented groups in their outreach, as well as ensure that job selection criteria do not have an "adverse impact" on underrepresented group. Affirmative action takes this one step further by requiring certain organizations to actively promote equal employment opportunity and eliminate discrimination (Hutching et al, 1995).

In Africa, affirmative action started with the South Africans where the blacks were oppressed by the whites and they came with a way to remove that discrimination (Drogin, 1995). Drogin (1995) reported that in 1991 South African survey revealed that there were only 30 black engineers vs. 17,840 white engineers, 31 black pharmacists compared with 2,021 whites. In 1994 only 60 black chartered accountants and fewer than 20 black architects, blacks held only 3% of managerial positions in a country where blacks represent more than 80% of the population! The South African Government was not satisfied with these measures and added the Job Reservation Act of 1964. This law

restricted the number of jobs that Blacks, Asians and Coloreds could be engaged in. Blacks, Asians and Coloreds could not serve with whites in their professional capacity; they could only serve as unskilled or semi-skilled workers. One could not rise beyond junior management positions. This barrier also affected females of all races as well (Drogin, 1995). Due to this the South African Government embraced affirmative action as the pragmatic policy for the redress of imbalances of the past (Drogin, 1995). An examination of the government's plan clearly reveals their concerns for all the citizens of the country, as; elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce (Sithole et al, 2006). South Africa has effectively transformed the employment policies of the country through the vehicle of affirmative action (Sithole, 2006).

In Kenya, President Hon. Mwai Kibaki declared 30% of all job vacancies be reserved for women (Daily Nation, Oct 21 2005). Also affirmative action campaign to compel the government of Kenya to implement Affirmative Action before the 2007 General Elections was launched in Nairobi (Manyala, 2007). Women representatives from the civil society and women leaders including women political aspirants from across Kenya set out on a mission to collect one million signatures to be used to petition the government to implement the Affirmative Action Bill prior to the 2007 General Elections (Manyala, 2007).

Over the last decade campaign and calls for gender equality have been at the forefront in the political, social and economic arena (Fiss, 1995). In recent years, for instance, affirmative action has been debated more intensely than at any other time in its 49 years history. Most people who campaign in favor of gender equality argue that women are not given equal chances to compete with men, but with affirmative action policy many organizations both private and quasi government, women have been recruited.

## **1.2 Statement of the Research Problem**

Discrimination against women in employment does not always occur because there is prejudice against them, but sometimes because their employment may create more problems and greater expenses for the employer (Hsieh, 1997). For instance the obligation to grant maternity leave, need for organizations to provide additional welfare facilities and introduction of protective laws such as ban on night work are considerations which may influence an employer to engage male instead of female labour in an organization. This has therefore led to many organizations being required to embrace affirmative action so as to employ women despite all odds.

Using the Preparatory Phase for 1999 Population and Housing Census, Kenya has more women than men; 14,481,018 female and 14,205,589 male a difference of 275,429 (Central Bureau of Statistics, 2004) and as such women ought to get the lion's share of the job opportunities available but on looking at things on the ground women are still few in employment. Affirmative action was advanced to remedy this insignificant population of women in job openings. However, affirmative action is not seen playing the obvious role in recruitment, men are still the majority. The gender gap is still there in employment and therefore this study sought to establish if the inequality that exists in employment is logical, justified and to what extent affirmative action is a panacea to this inequality.

## **1.3 Research Objectives**

The major objective of this study was to explore the perception of affirmative action on women recruitment.

### **1.3.1 Research Questions**

The study sought to answers for the following questions:

- i. What is the general public perception of affirmative action?
- ii. What is the contribution of affirmative action on women career development?

- iii. What extent are affirmative action policies incorporated by organizations in employment of women?
- iv. What is the relationship between affirmative action in relation to employee, employer and organizations performance?

#### **1.4 Specific Objectives**

The study was based on the following specific objectives:

- i. To examine the general public perception of affirmative action
- ii. To assess contribution of affirmative action on women career development
- iii. To establish the extent to which affirmative action policies have been incorporated or embraced by organizations in employment of women
- iv. To determine the relationship between affirmative action and employee, employer and organization's performance

#### **1.5 Significance of the Study**

The study was significant in that it sought to establish the effects of affirmative action on women employment and career development. The study identified the inequalities that exist in recruitment and how far affirmative action has helped in solving this inequality. The study sought to identify the benefits and shortfalls of embracing affirmative action to its employees, employers and organization. The study sought establish people's perceptions about affirmative action and if it was the solution to inequality existing in employment. As such, it would advice the general public, government, organizations and individual people in the society on the effects of affirmative action to organizational performance. Therefore, the study sought to enhance effectiveness in performance as well as checking on gender imbalances.

#### **1.6 Scope of the Study**

The study was conducted in the World Food Programme (Kenya) offices which is one of the UN Agencies in Nairobi. It is located in the UN Complex, Gigiri. WFP (Kenya) has the main office in Nairobi, a Sub Office in Mombasa and 10 Field Offices.



WFP is the World's largest humanitarian organization with a large workforce of 10,200 people (WFP 2008) with 91% operating in the field. In Kenya (one of the field/country offices), WFP has a total of 351 staff, of whom 134 are women (approx. 38%). ([www.wfp.org](http://www.wfp.org))

## **1.7 Limitations of the Study**

The study was interested on the structure that defines affirmative action weaknesses and strengths and how they affect performance in an organization. As such, most respondents who had benefited from affirmative action would not be willing to give any negative information or accurate information because they might have viewed the study as an opposition strategy despite the growing support for affirmative action in the society.

On the other hand, anyone who had been disappointed by affirmative action would not be willing to give any positive information about affirmative action due to pain or failure experienced. These two issues were limitation the validity and reliability of the findings.

## **1.8 Definitions of Terms**

The following terms used in this study carry the following meaning:

**Affirmative Action** Refers to policies that take factors including "race, color, religion, sex or national origin" into consideration in order to benefit an underrepresented group, usually as a means to counter the effects of a history of discrimination. The focus of such policies ranges from employment and education to public contracting and health programmes. "Affirmative action" is action taken to increase the representation of women and minorities in areas of employment, education, and business from which they have been historically excluded.

<b>Career</b>	Profession/occupation, which one trains for and pursues as a lifework.
<b>Career Development</b>	Is progressing on a profession of your choice.
<b>Discrimination</b>	Is a sociological term referring to the treatment taken towards or against a person of a certain group in consideration based solely on class or category. Discrimination is the <i>actual behavior</i> towards another group. It involves excluding or restricting members of one group from opportunities that are available to other groups.
<b>Gender</b>	Gender refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures. Gender is relational and refers not simply to women or men but to the relationship between them.
<b>Gender Discrimination</b>	A difference in treatment of people based entirely on their being male or female. This difference contributes to structural inequality in a society.
<b>Gender Blind</b>	This is a conscious or unconscious way of doing or saying things without recognising or considering differences in position, needs and feelings based on gender.
<b>Gender Equality</b>	Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid

gender roles, or prejudice. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female.

**Gender**

**Empowerment**

Empowerment implies people, both women and men, taking control over their lives: setting their own agendas, gaining skills (or having their own skills and knowledge recognized), increasing self-confidence, solving problems, and developing self-reliance. It is both a process and an outcome.

**Reverse**

**Discrimination**

The discrimination against members of a dominant or majority group.

**Glass Ceiling**

This refers to situations where the advancement of a qualified person within the hierarchy of an organization is stopped at a lower level because of some form of discrimination, most commonly sexism or racism. However, since the term was coined, "glass ceiling" has also come to describe the limited advancement of the deaf, blind, disabled and the aged.

**Quotas**

The proportional part or share of a fixed total amount or quantity.

**Recruitment**

Refers to the process of attracting, screening, and selection of qualified people for a job at an organization or firm.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This section dwells on the literature related to the study. The section also discusses the theoretical framework that guided the study.

#### 2.2 General Public Perception of Affirmative Action

Born of the Civil Rights Movement four decades ago, affirmative action calls for minorities and women to be given special considerations in employment, education and contracting decisions (Froomkin, 1998). Many supporters of it see it as a milestone, many opponents see it as a millstone, and many others regard it as both or neither—as a necessary, but imperfect, remedy for an intractable social disease (Plous, 2003).

Seltzer and Thompson, (1985) noted significant differences in attitudes on affirmative action held by women, Blacks and Whites. The attitudes of high income Blacks differs from those of less-advantaged Blacks, White women are more supportive of affirmative action programs than White males. Well-educated Whites hold more liberal views on affirmative action than less-educated Whites. In a paper on affirmative action presented at the United Nations conference in 1969, Greenberg, (1994) notes that Malaysia, India, Israel, and the United States had affirmative action complying with the definition; Nigeria and Peru had arrangements that did not comply with the definition but were similar in purpose; Yugoslavia had affirmative action within regional minority areas, Sudan and West Germany had no affirmative action. Geust, (2004) argues that South Africa has the world's most extreme affirmative action program; He further argues that affirmative action ends up helping well-off blacks, and that the policy hampers productivity and fosters corruption and that affirmative action ends up hurting everyone even the purported beneficiaries. Scott, L. Amos, and Scott, J. (1998) presented their empirical findings that included: That affirmative action programs for minorities are under fire in the US but they are embraced in South Africa.

According to Froomkin (1998) affirmative action is the World's most ambitious attempt to redress its long history of racial and sexual discrimination. But these days it seems to incite, rather than ease, the nation's internal divisions (Froomkin, 1998).

Affirmative action has been under sustained assault (Sturm and Guiner, 2003). In courts, legislatures, the media and opponents have condemned it as an unprincipled program of racial and gender preferences that threaten fundamental values of fairness, equality, and democratic opportunity (Sturm and Guiner, 2001). Such preferences, they say, are extraordinary departures from prevailing meritocratic modes of recruitment, which they present as both fair and functional: fair, because they treat all candidates as equals; functional, because they are well suited to picking the best candidates. This challenge to affirmative action has been met with concerted response (Sturm and Guiner, 2001).

Landsberg (1995) argues that the history of affirmative action and its efforts to correct the effects of past discrimination, promote diversity, and endeavor to overcome the two-class society characterized by gender and racial division. Landsberg (1995) worried that the perception of affirmative action might lead to the assumption that affirmative action appointees are hired for reasons other than legitimate qualifications for the job (Although anecdotes can be traded, there is little evidence to suggest that there is any truth in the perception that affirmative action recipients are less qualified than their colleagues (Pratkanis and Turner, 1995). Panafrican (2000) notes that there is nothing discriminatory about an orderly transition towards the demographic representation of employees in the workplace provided that, the beneficiaries of affirmative action have the necessary knowledge and skills. Affirmative action should not create room for quotas which would mean the promotion of ill-equipped candidates (Landsberg, 1995).

Carloff (2002) argues that affirmative action simply place unqualified and incompetent members into jobs in society and seats in universities -- not because they are smart, not because they are qualified, not because they are an exemplary product of education, but entirely because of their gender!

McElroy (2003) advanced the contradictory notion that affirmative action is discriminating in order to obtain equal treatment, which seems to violate common sense. Pinkston, (1984) commented that President Ronald Reagan's stance on affirmative action encouraged opposition and decreased the protections of law available to the people discriminated against.

Affirmative action is very noble when looking at who benefits from the outcome, McElroy (2003). The people that are involved and the damage it takes on our society surfaces many doubts, taking a closer look also stirs up a question of its nobility that needs to be answered before making a decision on affirmative action (McElroy, 2003). Does affirmative action simply change who is discriminated against and makes it legal for the new discriminators (McElroy, 2003).

The opponents of affirmative action counter that using affirmative action to remove discrimination is counterproductive, both because it requires the very discrimination it is seeking to eliminate in order to work and because it promotes prejudice by increasing resentment of those who are the beneficiaries of affirmative action from those who have been adversely affected by the policy (Delgado, 1996).

Fiss (1996), women who obtain the prized positions, a doubt is created in the minds of some, including the prizewinners themselves, as to whether they would be where they are without preference (Fiss, 1996). For rejected men applicants, there is the frustration of desire, of not being able to obtain specific jobs; in addition these applicants suffer a hurt that women know all too well—the hurt that comes from being judged unfavourably on a criterion unrelated to individual merit and over which they have no control over (Fiss, 1996).

Defenders argue that affirmative action is still needed to rectify continued exclusion and marginalization (Sturm and Guiner, 2001). And they marshal considerable evidence showing that conventional standards of selection exclude women and people of color, and that people who were excluded in the past do not yet operate on a level playing field. But this response has largely been reactive (Sturm and Guiner, 2001). Proponents typically treat affirmative

action as a crucial but peripheral supplement to an essentially sound framework of selection for jobs and schools. While the proponents of affirmative action hail it as a panacea for the redress of the imbalances of the past, the opponents perceive it as reverse discrimination (Drogin, 1995). The South African government boldly declares in the Employment Equity Act, 55 of 1998 that, "It is not unfair discrimination to promote affirmative action consistent with the Act or to prefer or, exclude any person on the basis of inherent job requirement" (Drogin, 1995).

Furthermore, others argue, since all men have equal rights, no man's rights should be sacrificed to compensate for another man's rights being taken away (Delgado, 1996). Such people often claim that the groups that are most negatively impacted by affirmative action are women who are discriminated against within society, and that this disproportionate effect is perverse and counter-productive considering that the intent of affirmative action is to eliminate discrimination (Delgado, 1996).

Finally, it is argued that affirmative action sometimes represses the qualified in favor of the not-so-qualified (Delgado, 1996). This can result in a loss for a nation not working at its full capacity and can also result in undesired effects previously felt by those who were discriminated against (Delgado 1996). For example, one may be very qualified for a particular position, but may be turned down in favor of a woman who is less qualified but is targeted for affirmative action in that position. If occurring on a large scale, the country will lose speed in the development momentum. Each of those individuals turned down will be repressed and their example might dampen the spirits of others like them, just as it had done to past social groups.

### **2.3 Effect of Affirmative Action on Women Career Development**

Ifill, (2007) said that despite higher levels of formal education and longer time spent in organizational settings, women still lag behind their male counterparts in career development, as they don't advance beyond entry-level positions. Significant barriers are still faced by career women in the workplace (Ifill, 2007).

The recruitment and selection decision is of prime importance as the vehicle for obtaining the best possible person-to-job fit which will, when aggregated, contribute significantly towards the Company's effectiveness (Sturm and Guiner, 2001). The importance of having efficient and effective procedure for recruitment and selection can hardly be exaggerated (Cole, 1997). If organizations are able to find and employ staff who consistently fulfill their roles and are capable of taking on an increased responsibility, they are immeasurably better placed to deal with the opportunities and threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce (Cole, 1997). It is also becoming increasingly important, as the Company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The recruitment and selection procedure should help managers to ensure that these criteria are addressed (Sturm and Guiner, 2001). A more interactive process of recruitment also provides an ongoing opportunity to assess and monitor organizational performance and to perceive and react to the changing character and needs of clients and employees (Arenson, 1996). It provides information learned through the process of selection to the rest of the organization (Arenson and Steele, 1995). In the process of redefining the standards for recruitment, the organization also redefines how those already in the institution should function (Arenson, 1996).

Recruitment operates at the boundaries of the organization (Sturm and Guiner, 2001). It exposes decision-makers to the environment they operate in, provides access to information about the world in which the organization operates, and forces choices about its relationship with that environment (Sturm and Guiner, 2001). The process of defining the standards for positions also reflects and describes the organization's priorities and direction. Emphasizing



one set of skills over another in the recruitment process communicates to employees how the organization defines good work.

Murrell and Jones (1998) said the Company Recruitment and Selection Policy should: be fair and consistent, be non-discriminatory on the grounds of sex, race, age, religion or disability and conform to statutory regulations and agreed best practice, should ensure the job description and person specification are up-to-date and people get employed by merit and qualification. It should collate an information package appropriate for the post. This package should include: job description and if appropriate, the person specification, information on the department, information on the Company and terms and conditions of employment (Murrell and Jones, 1998).

**Recruitment Policies and Procedures** - the first step in planning for the recruitment of employees into the organization is to establish adequate policies and procedures (Cole, 1997). A recruitment policy represents the organizations code of conduct in this area of activity (Cole, 1997).

Typical policy statement should: -

- i. Advertise all vacancies internally
- ii. Reply to every job applicant within the minimum of delay
- iii. Aim to inform potential recruits in good faith about the basic details and job conditions of every job advertised
- iv. Aim to process all applications with efficiency and courtesy
- v. Seek candidates on the basis of their qualification for the position advertised
- vi. Aim to ensure that every person invited for the interview will be given a fair and thorough hearing

The company should not:-

- i. Discriminate unfairly against potential applicants on the grounds of sex, race, age, religion or physical disabilities
- ii. Discriminate unfairly against applicants with a criminal record
- iii. Knowingly make any false or exaggerated claims in its recruitment literature or job advertisement.

Personal specifications are also considered in recruitment (Cole, 1997). Below are seven Point Plans devised by Professor Alec Rodger of the National Institute of Industrial Psychology in the 1950s and has proved the most popular model for personnel specification in United Kingdom (Cole, 1997).

- i. Physical make-up – what is required in terms of health, strength, energy and personal appearance.
- ii. Attainment – what education, training and experience is required
- iii. General intelligence – what does the job require in terms of thinking and mental effort
- iv. Interest – what personal interests could be relevant to the performance of the job
- v. Disposition – what kind of personality are we looking for
- vi. Circumstances – are there any special circumstances that the job requires of the candidates.

Hutchings, Martinez, Stein, and Tashiro (1995), argue that on contrary with that (recruitment policies and procedures), equal opportunity can actively be promoted and discrimination eliminated through affirmative action employment policies by:

- i. Developing and following an affirmative action plan that identifies underrepresented groups, and defines a plan to remedy the underutilization.
- ii. Provide a good faith effort in publicizing open positions to broaden the pool of qualified candidates to include underrepresented groups.
- iii. Establish fair selection criteria for positions and provide similar interview experiences for each interviewee.

To Sturm and Guiner (2001) fairness assumes and requires treating everyone the same: allowing everyone to enter the competition for a position, and evaluating each person's results the same way. If everyone takes the same test, and every applicant's test is evaluated in the same manner, then the assessment is fair. So, affirmative action is unfair because it takes race and gender into account, and thus evaluates some test results differently (Sturm and Guiner, 2001).

Affirmative action terms for performance is different from that included in the recruitment policies. Sturm and Guiner (2001) says that we need to situate the conversation about gender, and affirmative action in a wider account of democratic opportunity by refocusing attention from the contested periphery of the system of selection to its settled core. Sturm and Guiner (2001) added that the present system measures merit through scores on paper-and-pencil tests but this measure is fundamentally unfair. In the employment setting, it restricts access based on inadequate predictors of job performance (Sturm and Guiner, 2001). The standard approach proceeds as if selection were a fine-tuned matching process that measures the capacity to perform according to some predetermined criteria of performance. This assumes that the capacity to perform functional merit exists in people apart from their opportunity to work on the job. It further assumes that institutions know in advance what they are looking for, and that these functions will remain constant across a wide range of work sites and over time. But neither candidates nor positions remain fixed. Often people who have been given an opportunity to do a job, perform well because they learn the job by doing it (Sturm and Guiner, 2001).

Affirmative action supporters' arguments about merit are functional: a person merits a job if he or she has, to an especially high degree, the qualities needed to perform well in that job (Sturm and Guiner, 2001). Many critics of affirmative action equate merit, functionally understood, with a numerical ranking on standard paper-and-pencil tests. Those with higher scores are presumed to be most qualified, and therefore most deserving. Fairness, like merit, is a concept with varying definitions. But Gardner (1993) said paper-and-pencil tests do not measure or predict an individual's capacity for creativity and collaboration. Assessment through opportunity to perform often works better than testing for performance. Various studies have shown that experts often fail on formal measures of their calculating or reasoning capacities but can be shown to exhibit precisely those same skills in the course of their ordinary work (Gardner, 1993).

One argument by affirmative action supporters is, for more closely integrating recruitment and performance is that doing so has the potential to improve institutions' capacity to select

productive workers, pursue innovative performance, and adapt quickly to the demands of a changing economic environment (Gardner, 1993). The conventional top-down approach short-circuits the capacity of selection to serve as a mechanism for feedback about an institution's performance and its need to adapt to changing conditions (Gardner, 1993: p. 171-73). It also keeps institutions from developing more responsive, integrated, and dynamically efficient selection processes. Gardner (1993) added, instead of relying on standardized tests, the system of performance-based selection would focus decision-makers' attention on creating suitable scenarios for making informed judgments about performance. This would improve the capacity of institutions to find people who are creative, adaptive, reliable, and committed, rather than just good test-takers (Gardner, 1993). In some instances, these structured opportunities could directly contribute to the productivity of the organization (Gardner, 1993).

To supporters, affirmative action can be viewed as one of the most effective ways to address the long-standing problems of gender in our countries, thus serving as a vehicle for reaching the goal of equality (Pratkanis and Turner, 1995). The following findings by Murrell and Jones (1998) serve as evidence of the perceived success of affirmative action:

- i. Affirmative action policies have resulted in increased representation of women and minorities across all levels of employment in many countries including Kenya and within organizations that were once exclusively male.
- ii. Affirmative action has led to higher employment participation rates, increased earnings, and gains in educational attainment for women and minorities.

(Murrell and Jones, 1998) said to ensure opportunities to perform; we can start by shifting the model of selection from prediction to performance. This model builds on the insight that the opportunity to participate helps to create the capacity to perform, and that actual performance offer the best evidence of capacity to perform. So instead of making opportunity depend on a strong prior showing of qualification, we should expand opportunities as a way of building the relevant qualifications (Murrell and Jones, 1998).

Those who assess individuals in situations that more closely resemble actual working conditions make better predictions about those individuals' ultimate performance (Arenson, 1996). Particularly when those assessments are integrated into day-to-day work over a period of time, they have the potential to produce better information about workers and better workers. Moreover, many of those who are given an opportunity to perform, even when their basic preparation is weaker, catch up if they are motivated to achieve (Arenson, 1996).

Sturm and Guiner (2001) said that the failure of existing practice to achieve inclusiveness is perhaps the most telling. Although some people will lose as a result of any sorting and ranking, a democratic system needs to give those losers a sense of hope in the future, not divide them into classes of permanent losers and permanent winners. But that is precisely what happens when we make opportunity dependent on past success (Sturm and Guiner, 2001). How then can they develop a model of recruitment that expresses a more inclusive, transparent, and accountable vision of democratic opportunity--an approach to selection that will benefit everyone, and advance racial and gender justice?

## **2.4 Affirmative Action in relation to Employee, Employer and Organization**

Delgado (1996) argues that affirmative action was meant to help women and racial minorities get a leg up in education, employment, and business due to past discrimination. When studies show that in the employment sector, women make 74 cents to every dollar a man makes, it makes people question why that is and what is going on. Delgado (1996) add to the fact that African-American women make 63 cents to every dollar men make, and Latina women make 57 cents to every dollar men make, it does become disconcerting. (Women History Month, March 2010, article on Wage Gap).

An issue in any discussion of the merits or drawbacks of affirmative action programs is the impact, if any, on organizations (Delgado1996). Two categories of organizational performance are; measures of organizational effectiveness and measures of financial equity. The term affirmative action has positive connotations to it, denoting an action in the,

affirmative. Something assuring, something positive, and something that is right. But is affirmative action really beneficial, and more so, is it fair to everyone involved? A few years ago, it seemed that everyone was on the affirmative action bandwagon, but recently, it has come under close scrutiny (Delgado, 1996).

Hersch (1991) found that firms charged with violations of antidiscrimination laws experienced significant losses in equity value when a suit, decision, or settlement was announced. Moreover, the average loss to shareholders exceeded the amount the firm was required to spend to settle the case. Wright, Ferris, Hiller, and Kroll (1995) obtained similar results, and also found that firms receiving awards for exemplary affirmative action programs from the OFCCP had significant and positive excess returns (with respect to market valuation) on the ten days following the announcement, although this dissipated over time (Hersch, 1991).

Affirmative action programs, despite its good intentions, actually hurt employees in the same way that bosses who advance employees for sexual favors harm them, because affirmative action programs force employers to hire and promote on characteristics irrelevant to job performance, just like the boss who seeks sexual favors (Hsieh, 1997). Hsieh (1997) adds that the advancement based upon non-merit considerations creates an atmosphere of distrust in the workplace, results in passing over more qualified candidates in favor of those possessing the desired nonessential trait, and often places the promoted individual in a job which they do not have the skills to perform well (Hsieh, 1997), this affect the organization performance.

Hsieh (1997) argued that when companies are subject to affirmative action programs, they are authorized to take traits such as gender and sex into account when hiring, and actually hiring the best candidate for the position with no gender issue in mind may very well be outright illegal or result in a lawsuit. Bosses who seek sexual favors might also pass up the best candidate in favor of the employee who is sexually appealing or even willing to have

sex with him. The attributes of gender, race, and sexual services rendered are not at all related to an employee's job performance, and thus many promote inefficiency, negative effects of affirmative action programs and advancement in exchange for sexual favors will be identical (Hsieh, 1997).

Affirmative action creates an atmosphere of distrust among the employees and the management, because it can be difficult to ascertain whether the hired employees are qualified (Hsieh, 1997). Hsieh (1997) added that where affirmative action programs are in place, minorities'/women employees will be suspected of being incompetent, even if they actually were hired on merit. Those minorities who are hired because they were most qualified for the job will have the extra burden of proving to others, and possibly even to themselves, that they truly deserved the position. In the same respect, if a boss is promoting people in exchange for sexual favors, employees will have a difficult time ascertaining whether the promotion was deserved. The class of people from whom the boss attempts to gain sexual favors would be suspected of caving into his desires, even if they had not. In both cases, the trust that is so vital for an efficient workplace is destroyed (Hsieh, 1997).

Affirmative action weakens the spirit of the individual by making them think the reason they got the job or grant was because someone felt sorry for them (McElroy, 2003). Some women believe affirmative action will benefit them in the beginning because there is an incentive to hire women, this will do more to hinder than to help in the long run. Here is a quote from an article opposing affirmative action. "I think affirmative action helps to get a female an interview but once on the interview and once on the job, it gives males a basis for their resentment and skepticism of females..." (Cohen 2006). This can cause additional tension between men and women that was not there before affirmative action.

Hsieh (1997) added that a loss of valuable talent is also an inevitable effect of affirmative action programs and of exchanging sexual favors for advancement. Under affirmative action

programs, the most qualified person for a position will often be passed up for a lesser-quality candidate who fulfills the affirmative action requirements. Over time, any company will suffer from the passing over of better job candidates, which will eventually hurt all of the employees of the company, due to lost profits. In offices where sexual favors override merit-based considerations, the most qualified people for various positions might never even be considered if the boss can't get what he wants from them (Hsieh, 1997).

People that are promoted based on gender, ethnic background, or willingness to do sexual favors might very well be placed in a position for which they do not have the necessary skills. The victim of affirmative action will either have to give up the job, struggle to acquire the necessary skills, or rely on their gender or skin color to retain the job (Hsieh, 1997).

#### **2.4.1 Major Criticism of affirmative action in organization performance**

Many people argue that affirmative action has caused reverse discrimination against men and whites (Crosby and Cordova, 1995). However, a 1995 analysis by the United States Department of Labor found that affirmative action programs do not lead to widespread reverse discrimination claims by men and whites. In fact, a high proportion of such claims filed were found to lack merit. The analysis found that fewer than 100 out of 3,000 discrimination cases filed actually involved reverse discrimination, and in only six cases were such claims substantiated (Wilson, 1995).

Critics of affirmative action usually believe that people should be selected for positions based on merit alone (Crosby and Cordova, 1995). The reality is that most, if not all, recruitment policy hiring decisions involve some sort of unspoken preferential treatment. Sometimes the decision is based on a personal connection or relationship; sometimes it is based on likability or comfort level (Wilson, 1995). In fact, the Federal Glass Ceiling Commission (1995) confirmed that white men tend to be more comfortable with the other whites and therefore more likely to hire and promote other white men thus, revealing the prevalence of racial- and gender-based preferential treatment.



Opponents of affirmative action argue that these policies move countries away from the goal of achieving a color-blind society (Crosby and Cordova, 1995). Yet, as Justice Blackmun noted in the Bakke case, 'In order to get beyond racism and gender, we must first take account of race and gender.' A color-blind society cannot exist in the face of racism or prejudice that continues in the workplace. Some critics state that young minorities joining the workforce expect that affirmative action will get them promotions (Crosby and Cordova, 1995). This charge is one of the most serious, but there are no data to support this notion until the research is done.

Many people argue that affirmative action stigmatizes recipients (Crosby and Cordova, 1995). The data supports this argument; it should be acknowledged that stigma and negative stereotypes associated with race and gender existed in this country long before affirmative action was implemented. This does not mean that stigma and negative stereotypes are acceptable, but rather that they exist independently of affirmative action (Crosby and Cordova, 1995).

Affirmative action came to remedy the discrimination in employment that was accorded to women and minority, this practice is relevant in ensuring women are given a chance to serve the society but the notion attributed to it leave little to be desired. The practice is believed to employ unqualified women, who get promoted easily. The practice also weakens the spirit of the recipients who may feel they were favoured by somebody who felt sorry for them. The past studies done have mostly been in the west with very little in Africa. The past studies did not fully show if the women who benefit from affirmative action are unqualified and therefore the justification to carry out this study; to find out the qualifications of women who benefit from affirmative action.

Affirmative action has made many women's dreams come true. The literature provided argues that affirmative action has made women lazy because they are sure affirmative action will assist them get the job. This study seeks to find out if this is true, because looking at things women seem to be becoming more and more hardworking and aggressive. Affirmative action is said to bring reverse discrimination but is this true? We have more men

still being recruited than women; we have more men in organization than women. This study will investigate if affirmative action is after balance or reverse discrimination.

Affirmative action was advanced in 1961 and took effect in 1965 to remedy the insignificant population in employment but since then, men are still the majority at workplaces. The study therefore wants to find out how affirmative action is rated or perceived by men and women, employers and employees. The study will seek to establish if the imbalance that exists in employment is justifiable.

## 2.5 Theoretical Framework

The study will be guided by Rawls' Theory of Justice (1971) which states that all social primary goods, liberty and opportunity, income and wealth, and the bases of self-respect be distributed equally. His basic point throughout the theory is that although he believes everyone deserves to be treated equally and have the same opportunities as each other that not everyone is, and not everyone does. Rawls discussed the theory of justice in two models, purity of the heart and the veil of ignorance and two basic principles.

Rawls' model of "purity of heart" has two parts. First is the description of people in the hypothetical situation of choosing principles for living together. They are imagined as rational, self-interested individuals who aim to do well for themselves, who are roughly equal in capacity (no one can easily dominate all the others), and who have needs that can be met more effectively by cooperation than by non-cooperation.

Then the second part of Rawls' model comes in: The Veil of Ignorance. Rawls apart from recognizing that persons act on self-interest also thinks that a person can be rational about their self-interest. This means that a person has a plan to get what they want out of life, that a person knows what they need to make their plan work and that a person mostly sticks to their plan throughout their lives, even if they are never completely successful. Rawls figures that people would simply design a society, which would help them with their own personal plan

and to hell with everybody else (Rawls, 1971). According to Rawls, this would not result in a just society.

Rawls' Theory of Justice revolves around the adaptation of two fundamental principles of justice, which would, in turn, guarantee a just and morally acceptable society. The first principle guarantees the right of each person to have the most extensive basic liberty compatible with the liberty of others. The second principle states that social and economic positions are to be (a) to everyone's advantage and (b) open to all (Nussbaum, 2000). The two Basic Principles of Justice;

1. Each person should get an equal guarantee to as many different liberties--and as much of those liberties--as can be guaranteed to everyone else at the same time.
2. Inequalities in society are okay only if they are arranged so that the inequalities  
  - i. Actually help out the least fortunate persons in society and
  - ii. The inequalities are connected to positions or offices or jobs in society that everyone has an equal opportunity to attain.

However, Rawls is not talking about complete liberty to do, to have or to keep absolutely anything. The inequalities Rawls is talking about are:

- a. Inequalities in the distribution of income, jobs and wealth
- b. Inequalities set up by institutions that use differences in authority and responsibility or chains of command.

This theory is applicable to this study since it is explaining about inequality in society and the consequences it has to those involved. This theory advances that inequalities in society are okay only if they are arranged so that the inequalities actually help out the least fortunate persons in society and only if the inequalities are connected to positions or offices or jobs in society that everyone has an equal opportunity to attain. Affirmative action advances the same inequality meant to eliminate the earlier discrimination in employment making the theory justifiable.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This section discusses the methods and procedures that were used in this research study. The section is organized in the following parts: - Research Design, Population and Sampling Determination, Data Collection Methods, Research Procedures and Data Analysis Methods.

#### **3.2 Research Design**

The study adopted a case study approach research design that sought to investigate the study variables without manipulating any of them or tampering with them in an attempt to understand, describe and explain well the perceptions of affirmative action on women employment and career development. A research design is the conceptual structure within which a research is conducted. According to Mugenda et al., (1999), this design is a systematic inquiry into which the researcher does not have direct control of the independent variables because their manifestation has already occurred. The study used an Ex Post Facto Survey design where measures of the proposed determinants of acceptance are taken once in cross sectional study of the respondents (Hopkins, 2000). Data was collected from sampled respondents on the tool of information (questionnaire) used. The main purpose of the research design was to provide quantitative and numeric descriptions of some part of the population. It was appropriate in this study because it considered issues such as economy of the design, rapid data collection and ability to understand populations from a part of it.

#### **3.3. Target Population**

The population for this study constituted of 30 respondents, officials and staff working in the different departments of the World Food Programme (Kenya), Nairobi office. This population was heterogeneous in terms of job levels, functions and responsibilities and each and every member contributed towards the achievement of organizational goals and was affected in one way or the other by the organization's affirmative action policies.

**Table 3.1****Staff Distribution by Organization**

<b>Departments Name</b>	<b>Population (NO)</b>
	21
PRRO Recovery Programme	20
Country Programme	20
Logistics Unit	12
Administration Unit	7
Human Resource Unit	15
Finance Unit	5
Procurement Unit	100
<b>Total Number of Officials and Staff</b>	

*Source: (WFP Nairobi office)*

### 3.4. Sample Size and Sampling Techniques

A more representative study requires that the whole population or as big as possible to be studied. However, due to lack of access to information, collaboration and fear of being exposed on the gender imbalance status, the researcher decided to use a 30% sample of the target population from all the departments under study, which constituted 30 respondents. The main factor considered in determining the sample size was the need to keep it manageable enough (Warwick and Lininger, 1975). This enables the researcher to derive from it detailed data at an affordable cost in terms of time, finances and human resource (Mugenda et al, 1999). Mugenda et al, (1999) further suggest that for discipline studies, a minimum 10% of the accessible population is enough for a study sample.

The researcher employed systematic random sampling technique to select employees upon whom the data collection tool was administered.

**Table 3.2**

**Sample Design**

<b>Departments</b>	<b>Population in department</b>	<b>Percentage</b>	<b>Sample size</b>
	21	30%	6
PRRO Recovery		30%	6
Country Programme	20	30%	6
Logistics Unit	20	30%	3
Administration Unit	12	30%	2
Human Resource Unit	7	30%	5
Finance Unit	15	30%	2
Procurement Unit	5	30%	<b>30</b>
<b>Totals</b>	<b>100</b>		

*Source: (Author)*

### **3.5 Data Collection**

This section sets out how data for the study was collected. It covers research instruments, validity and reliability of research instruments and administration of research instruments.

#### **3.5.1 Data Collection Instruments**

The researcher used a structured questionnaire to collect data for this research. The questionnaire (Appendix I) contained both closed and open-ended items; closed ended questions were formulated because they are easy to administer and easier to analyze while open ended questions were used because they permit a greater depth of response and expression. The questionnaire was used to get data from those categories with numerous respondents. It has the advantages of being cheap, the questions can be made as easy as possible, easier to administer, can be left with the respondents to respond at their own free time and results in data is suitable for analysis as designed by the researcher. Structured questions were mainly be used in the instrument but open-ended questions were used where widely varied views on an issue were expected.

The questionnaire was divided into five sections whereby the first section consisting of statements seeking information on the respondents' background. This was necessary in describing the respondents particularly in this study (Borg and Gall, 1997). The other sections sought to solicit data on particular variables of the study.

### **3.6 Data Analysis**

The data collected from this study was analyzed using Statistical Package for Social Science (SPSS) and presented with summarized percentages. The presentations were in the form of tables, pie charts and bar graphs accompanied by explanations. It was edited for accuracy, uniformity, consistency, completeness and arranged to enable coding and tabulation before final analysis, (Cooper and Emory, 1998). Inferences and suggestions were made based on the findings.

### **3.7 Ethical Issues**

Ethical measures are principles which the researcher should bind him/herself with; in conducting his/her research (Schulze, 2002:17). In this study, the researcher was guided by the following research ethics:

#### **3.7.1 Permission to Conduct the Research**

In order to conduct research at an institution, approval for conducting the research should be obtained before any data is collected (McMillan and Schumacher 1993:195). In this study, the researcher sought permission from the organization before collecting data.

#### **3.7.2 Informed Consent**

Participants were given enough information pertaining to the study before data collection (Schulze 2002:17). The participants were provided with adequate information on the aims of the study, the procedures that were followed, the possible advantages and disadvantages for the participants, the credibility of the researcher and the way in which the results were used. These enabled participants make informed decision on whether to participate in the research

or not. No form of deception was used to ensure the participation of the participants (De Vos *et al.*, 1998: 27).

### **3.7.3 Confidentiality and Anonymity**

A researcher has to be responsible at all times and be vigilant, mindful and sensitive to human dignity (Gay 1996:85). This was supported by McMillan and Schumacher (1997:195) who stress that information on participants should be regarded as confidential unless otherwise agreed on through informed consent. In this study, participants' confidentiality we're not to be compromised, as their names were not be used in the collection of data. No private or secret information was divulged as the rights to confidentiality of the participants were respected (Huysamen 1994:134). For this reason no concealed media was used. Only the researcher had access to names and data to ensure the confidentiality of the participants. Research findings were therefore presented anonymously.



## **CHAPTER FOUR**

### **DATA ANALYSIS, INTERPRETATION AND PRESENTATION**

#### **4.1 Introduction**

The main focus of this chapter was to critically analyze, interpret and present the results of the research study. Data obtained was analyzed to evaluate the perception of affirmative action on women employment and career development within the departments of World Food Programme Kenya (WFP) Nairobi office. Descriptive statistics such as frequencies and percentages were used to analyze responses to various items in the questionnaire. The target population for the study was 30 respondents, and the researcher administered 30 questionnaires for the field study. The research survey resulted in a response rate of 86% where by 26 out of the 30 respondents of the target population responded to the questionnaires administered to them.

#### **4.2 Demographic Information of the Respondents**

To form the basis under which the research can rightly judge the respondents' responses, it was important for the study to establish their background information. In addition, the study employed a case study approach in research design that sought to investigate the study variables without manipulating any of them or tampering with them in an attempt to understand, describe and explain well the perceptions on affirmative action in women employment and career development within organizations and precisely in the case of the World Food Programme Kenya (WFP) Nairobi office. These effects are embedded in the general background of the respondent.

##### **4.2.1 Respondents Departments**

The study found it important to establish the various departments under which the study respondents worked in. According to the findings of the study it emerged that majority of the respondents were from programme department with 5 (19%), administration with 3 (12%) and procurement department with 3 (12%) respectively.

**Table 4.1 Respondents Work Departments**

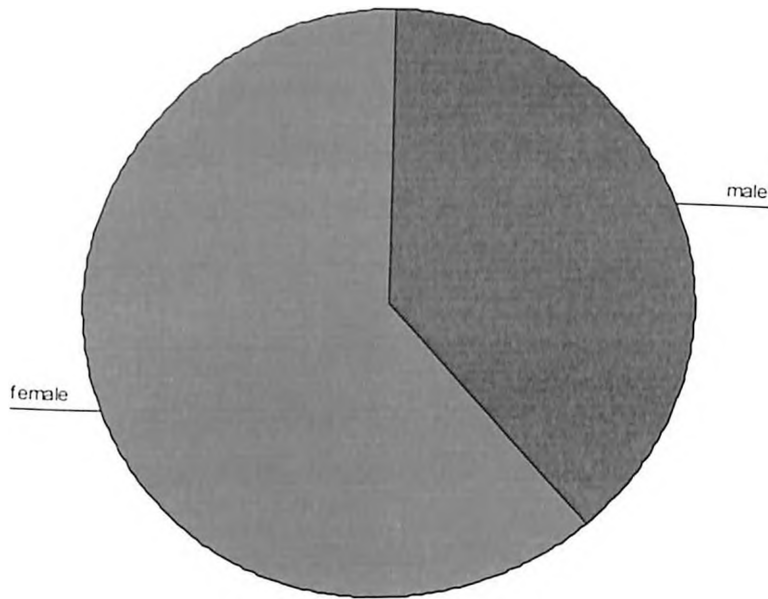
Department	Frequency	Percent
	1	3.8
Refugee Programme	2	7.7
Country Programme	2	7.7
Logistics	1	3.8
Public Information	2	7.7
Human Resource	2	7.7
Information Communication And Technology Department	3	11.5
Administration	2	7.7
Finance	1	3.8
Vam	3	11.5
Procurement	5	19.2
Protracted Relief And Recovery (PRRO)	2	7.7
Security	<b>26</b>	<b>86.0</b>
<b>Total</b>		

As indicated in table 4.1 the study respondents were sought from all the departments of the World Food Programme Nairobi office regardless of the respondent's cadre.

#### **4.2.2 Gender of the Respondents**

With development and modernization, gender equality has turned out to be an important consideration in almost all spheres of life, including organization management. As a result it was necessary for the study to establish the gender balance in the organization. This was guided by the logic that many psychologists argue that male and female perceive and interpret things differently even though they may be exposed to the same kind of environment. Of importance to the researcher also was to establish whether there was any gender biasness in staff representation. From the findings majority 16 (62%) of the respondents were female compared to 10 (39%) who were male. This implies that there are more female employees than there are males in the World Food Programme Nairobi office.

**Fig 4.1 Distribution of Respondents by Sex**



**4.2.3 Respondents Level of Education**

Education is/has always been considered the most important factor in the conceptualization, understanding, and implementation of ideas. The level of formal education was therefore an important aspect of the study in that given the components of affirmative action policy in organizations education qualifications might be ignored. As a result, it was important for the study to find out the level of education attained by each respondent. It emerged that majority 11 (42%) of the respondents had bachelors degrees to themselves, 6 (23%) attaining masters degrees with 7 (27%) having diploma qualifications while 1(4%) had a certificate.

**Table 4.2 Education Levels of Respondents**

Education levels	Frequency	Percent
Certificate	1	3.8
Diploma	7	26.9
Bachelors degree	11	42.3
Masters degree	6	23.0
<b>Total</b>	<b>26</b>	<b>100.0</b>

This is an indication that WFP Nairobi staffs have a wealth of knowledge.

#### 4.2.4 Working Experience

It was important for the study to establish the experience of the World Food Programme (WFP) staff in number of years. It is perceived that experience is a key component in organizational stability and performance. From the findings it can be seen that most 12 (46%) of the respondents had a working experience of less than 5 years with 11 (42%) having experience of 5 – 10 years while 2 (8%) had above 15 years working experience.

**Table 4.3 Respondents Working Experience**

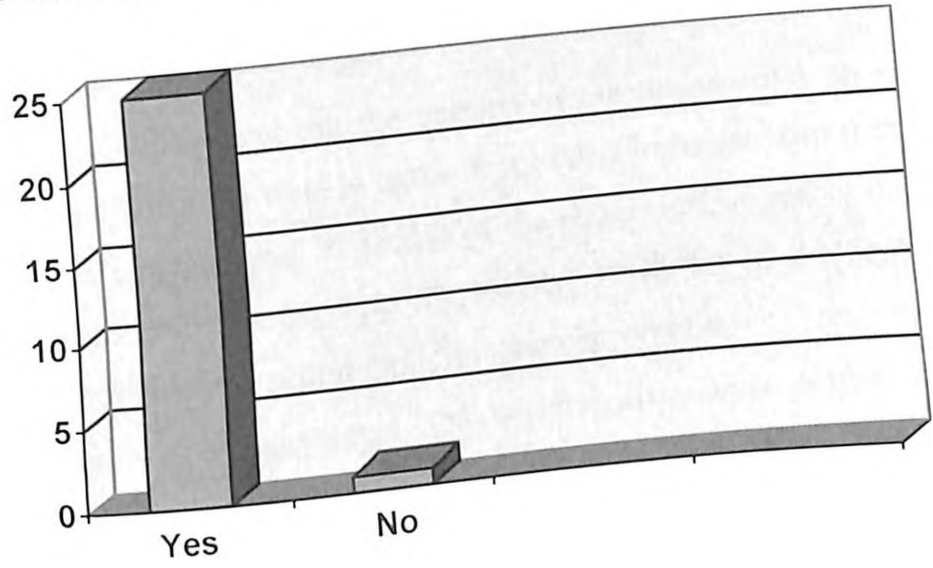
Experience in years	Frequency	Percent
Less than 5 years	12	46.2
5 - 10 years	11	42.3
11 - 15 years	1	3.8
Above 15 years	2	7.7
<b>Total</b>	<b>26</b>	<b>100.0</b>

On the other hand it was further established that 1 (4%) had experience for 11 – 15 years. This implies that the respondents under study had a vast number of years of working experience.

#### 4.3 Perceptions of Affirmative Action

One of the main objectives of the study was to establish the employee's perception on the impact of affirmative action as a justifiable mechanism of improving employment and career development in women. Perception may imply awareness, willingness, adaptation, participation and contribution towards the understanding of affirmative action which in turn plays a role in the effective representation of marginalized groups in employee recruitment and other equity related aspects of the organization. According to the major findings an overwhelming majority 25 (96%) of the respondents were in agreement that affirmative action was a justifiable tool for women employment and career development against 1 (4%) who was against.

**Fig 4.2 Whether Affirmative Action Is Justifiable**



Having established how the respondents thought of affirmative action as a tool for women employment and career development, it was important to also find out the extent to which it was a tool for employment and career development. From the study majority 13 (50%) of the respondents found affirmative action to have effect on employment and career development to large extent while 4 (15%) found it to be of effect in very large extent.

**Table 4.4 Extent of Affirmative Action as a Tool of Career Development**

	Frequency	Percent
Extents	1	3.8
	1	3.8
Low extents	7	26.9
Moderate extents	13	50.0
Large extents	4	15.4
Very large extents	<b>26</b>	<b>100.0</b>
<b>Total</b>		

According to 7 (27%) it had moderate effects to career development and employment. This shows that affirmative action is indeed a justifiable tool for career development and employment of women.

### 4.3.2 Other Perceived Aspects of Affirmative Action

The study further sought to establish the opinion of the respondents on other aspects of affirmative action and how they were in agreement or disagreement with them. According to the study findings it emerged that 22 (85%) of the respondents were in disagreement that affirmative action has many damages in the society, 19 (80%) of the respondent were in disagreement that affirmative action policies hamper productivity and foster corruption against 1 (4%) who was in agreement. On whether affirmative action ends up hurting everyone even the purported beneficiaries 23 (89%) of the respondents were in disagreement.

**Table 4.5 Other Perceived Aspects of Affirmative Action**

	Strongly disagree		Disagree		Undecided		Agree		Strongly agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Affirmative action has many damages in society	11	42.3	11	42.3	2	7.7				
Affirmative action policy hampers productivity and fosters corruption	13	50.0	8	30.8	1	3.8	1	3.8		
Affirmative action ends up hurting everyone even the purported beneficiaries	13	50.0	10	38.5			1	3.8		
Affirmative action is the world's most ambitious attempts to redress its long history of gender discrimination	3	11.5	1	3.8	1	3.8	14	53.8	4	15.4
Affirmative action incite rather than ease the nations internal divisions	11	42.3	8	30.8	5	19.2	1	3.8		

The study also established that affirmative action did not incite but eased the nations internal divisions as cited by 18 (73%) of the respondents.

Asked whether Affirmative action was a gender preferences initiative that threatened the fundamental values of fairness, equality and democratic opportunities for employment and

career development, majority 22 (85%) of the respondents were in disagreement that affirmative action is a gender initiative that threatens fundamental values.

**Table 4.6 Whether Affirmative Action Threatens Fundamental Values**

Whether Affirmative Action Threatens Fundamental Values	Frequency	Percent
	1	3.8
Strongly disagree	13	50.0
Disagree	9	34.6
Agree	3	11.5
<b>Total</b>	<b>26</b>	<b>100.0</b>

The findings in table 4.6 indicate that affirmative action policies are relevant to the fundamental values of fairness and equity when it comes to employment and career development.

### 4.3.3 Perception on Attributes of Affirmative Action

It was important that the researcher was able to highlight the respondent's perceptions on some of the attributes of affirmative action. As indicated in table 4.6 majority of the study respondents 19(73%) were of the opinion that affirmative action was an ambitious attempt to redress its long history of racial and sexual discrimination compared to 4(14%) who against. Affirmative action corrects past gender discrimination in employment as agreed by 19(73%) of the respondents compared to 3(12%) who had a contrary opinion. The study established that 21(81%) were in total disagreement that affirmative action places unqualified and incompetent members into jobs in society, while a further 19 (73%) were also in disagreement that affirmative action is discriminative in obtaining equal treatment whereas 4(15%) were in agreement that affirmative action is discriminative in obtaining equal treatment when it comes to employment and career development.

**Table 4.7 Attributes Of Affirmative Action**

	Strongly disagree		Disagree		Undecided		Agree		Strongly agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
An ambitious attempt to redress its long history of racial and sexual discrimination	3	11.5	1	3.8	1	3.8	13	50.0	6	23.1
Corrects the effects of past gender discrimination in employment	1	3.8	2	7.7	2	7.7	12	46.2	7	26.9
Promotes diversity, and endeavor to overcome racial division			1	3.8	1	3.8	13	50.0	9	34.6
Places unqualified and incompetent members into jobs in society	12	46.2	9	34.6	1	3.8	2	7.7		
Is discriminative in order to obtain equal treatment	8	30.8	11	42.3	1	3.8	4	15.4		

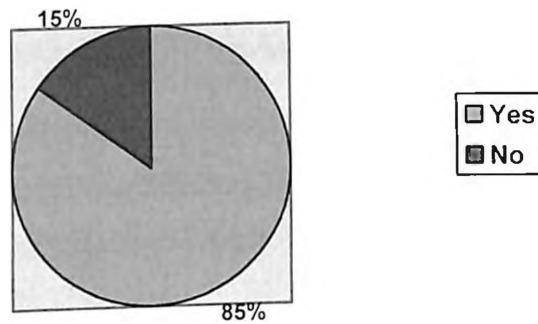
This implies that the staffs of WFP Nairobi perceive affirmative action to be a positive policy in attaining equal, fair and democratic treatment in employment and career development.

#### **4.4 Contributions of Affirmative Action on Women Career Development**

As one of the major objectives of the study it was important for the researcher to examine whether affirmative action had any contribution towards career development and employment. Asked whether they thought affirmative action contributed in career development 22 (85%) were in acknowledgement that it did contribute while 4 (15%) were in disagreement.



**Fig 4.3 Whether Affirmative Action Contributes In Career Development**



Having established that affirmative action contributed in career development, the study further sought to know the extent to which it contributed. It emerged that according to 9(35%) of the respondents it contributed in large extents, 7(27%) found its contribution to be moderate with 4(15%) citing contribution to be of very large while 1 (4%) rated the contribution as of very low and low respectively.

**Table 4.8 Extent of Affirmative Action Contribution to Career Development**

	Frequency	Percent
	4	15.4
	1	3.8
Very low extents	1	3.8
Low extents	7	26.9
Moderate extents	9	34.6
Large extents	4	15.4
Very large extents		
<b>Total</b>	<b>26</b>	<b>100.0</b>

The findings in table 4.8 are clear evidence that affirmative action adoptions play a role in the development of careers.

The respondents were required to show whether the organization never realized the working potential of women until the introduction of affirmative action regularities. From the findings most 15(58%) were in agreement that until the introduction of affirmative action is when the

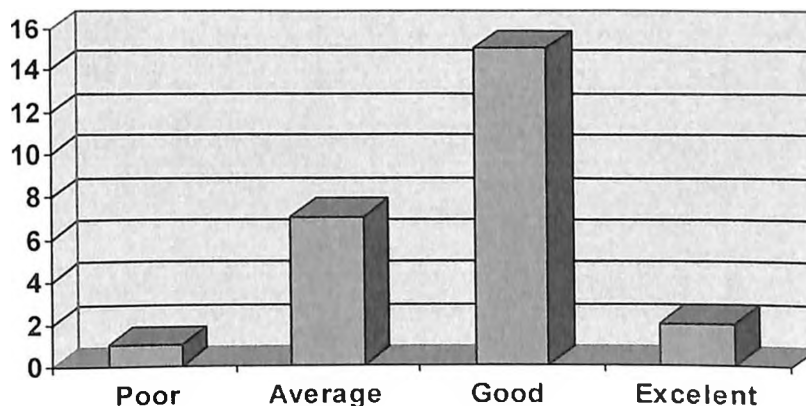
working potential of women was realized compared to 9(35%) who were in disagreement while 2(8%) were undecided.

#### 4.4.1 Contributions of Affirmative Action to Organization

It was important for the study to establish the specific contributions that affirmative action had achieved to the WFP Nairobi office. When asked whether through affirmative action women staffs in the organization had been able to achieve promotions majority 14(54%) of the respondents were in acceptance compared to 12 (46%) who were in disagreement that promotions for female staff didn't come by through affirmative action. Asked to further indicate if affirmative action had any effects to organizational performance a similar response was shared by the study respondents where 14(54%) were in agreement that affirmative action impacted organizational performance compared to 12(46%) who were against.

With the knowledge of affirmative action contributions to the organization, the researcher asked the respondents to rate the organizations performance in line with the adoption of affirmative action policies. From the findings 15(58%) of the respondents ranked the performance as good with 7(27%) and 2(8%) rating the performance as average and excellent respectively while a mere 1(4%) thought the performance of the organization under the affirmative action policy was poor.

**Fig 4.4 Organization Rating Under Affirmative Action**



#### 4.4.2 Provisions of Affirmative Action

As a contributor to career development in organizations it was important to establish some of the provisions that affirmative action puts in places to enhance its contribution as perceived by the study respondents. It was noted from the study findings that 19(73%) of the respondents were in agreement that affirmative action contributes to career development by providing equal opportunity for competition while 6(23%) were in disagreement. 15(58%) of the respondents were strongly or just disagreeing that affirmative action provides for favours in women employment by setting aside slots for women against 9(35%) who thought that affirmative action provided favours for women.

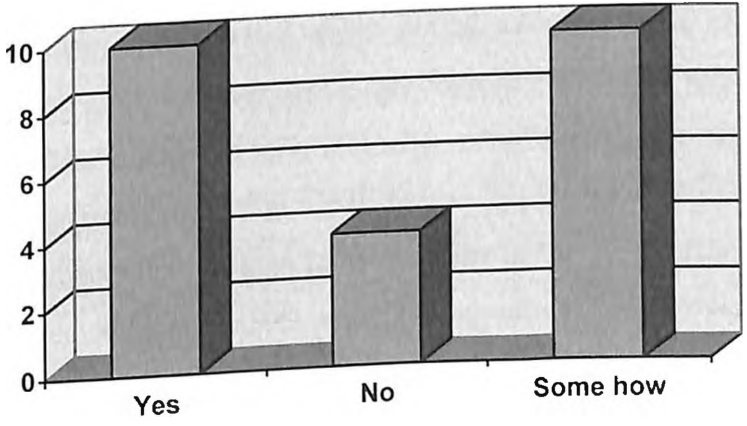
**Table 4.9 Provisions of Affirmative Action to Career Development**

	Strongly disagree		Disagree		Undecided		Agree		Strongly agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Equal opportunity for competition	2	7.7	4	15.4			14	53.8	5	19.2
Favors women recruitment by setting aside slots	1	3.8	14	53.8	1	3.8	9	34.6		
Allows elimination of gender discrimination	2	7.7			3	11.5	16	61.5	3	11.5
Provides acceptance and respect among staff at work	1	3.8	3	11.5	3	11.5	16	61.5	2	7.7
Help produce a diverse workforce	3	11.5	1	3.8	1	3.8	15	57.7	6	23.1
Its a vehicle for reaching the goal of equality in organization performance			3	11.5	2	7.7	15	57.7	5	19.2
Ensures representation of women across all levels of employment			1	3.8	3	11.5	13	50.0	8	30.8
Informs employees of their rights to file complaints	1	3.8	4	15.4	4	15.4	12	46.2	3	11.5
Provides a work environment where employees respect and value each other as individuals	3	11.5	2	7.7	1	3.8	15	57.7	4	15.4

Affirmative action was found to be a vehicle for reaching goals of equality in organization performance as indicated by 20(77%) of the respondents who were in agreement compared to 3(12%) who were in disagreement.

The respondents were further required to indicate whether major obstacles of gender based imbalance had been dealt with as a result of affirmative action provisions and it emerged that 10(39%) were in agreement with another 10(39%) suggesting that the imbalance was somehow dealt with while 4(15%) were in total disagreement that affirmative action provision had dealt with the gender based imbalance in the organization.

**Fig 4.5 Whether Affirmative Action Dealt With Gender Imbalance**



**4.5 Affirmative Action Policies in Organization Recruitment of Women**

Given that affirmative action provides for equal opportunities the study sought to establish whether the policies initiated as a result of affirmative action increased presentation of persons belonging to certain subgroups. From the findings 12(47%) were in agreement that affirmative action policies increased representation of persons belonging to certain population subgroups with 9(35%) being in disagreement while 4(15%) were undecided.

**Table 4.10 Affirmative Action and Population Subgroups Representation**

	<b>Frequency</b>	<b>Percent</b>
	1	3.8
Strongly disagree	6	23.1
Disagree	3	11.5
Undecided	4	15.4
Agree	10	38.5
Strongly agree	2	7.7
<b>Total</b>	<b>26</b>	<b>100.0</b>

This implies that though through affirmative action policies have worked towards ensuring gender based balance in organization its efforts have not achieve an equal balance as perceived by the WFP staff.

On whether the organization had a laid down policy to enable staff recruitment to ensure gender balancing of the staff, an over whelming majority 24(92%) were in agreement that there was a policy in place compared to 1(4%) who was of the opinion that there was no such policy in place. Having established that a policy was in place, the researcher sought to find out the perceived ratio of men to women in the staffing of the organization. According to the findings most of the respondents 9(35%) perceive the ratio of men to women to be **2:1** with another significant number 8(31%) suggesting that the ratio is **1:1**.

**Table 4.11 Perceived Ratio of Men to Women in WFP**

<b>Ratio</b>	<b>Frequency</b>	<b>Percent</b>
	3	11.5
	2	7.7
1:2	9	34.6
2:1	3	11.5
3:1	8	30.8
1:1	1	3.8
1:3		
<b>Total</b>	<b>26</b>	<b>100.0</b>

The findings indicate that there is no specified ratio of men to women that the organization should work towards when it comes to recruiting staff.

#### 4.5.1 Mode of Staff Recruitment

As an important aspect of affirmative action to provide for equal and fair opportunities for competition it was necessary to find out how the organization was able to provide for this by establishing the modes of recruitment employed by the organization. As per the study results 2(8%) of the respondents were of the opinion that recruitment was done on consideration of affirmative action regularities only with 12(46%) citing use of individual expertise only as the mode of choice in recruitment while 11(42%) regarded the mode of recruitment used as a mixture of both expertise and affirmative action.

**Table 4.12 Modes of Recruitment**

Modes	Frequency	Percentage
By considering affirmative action only	2	8
By considering Expertise only	12	46
Both affirmative action and expertise	11	42

This shows that the organization doesn't have a designated mode to employ when carrying out the staff recruitment exercise.

The study also sought to find out what the respondents perceived was the role of affirmative action policies in career development. From the findings affirmative action ensures a free from harassment work environment as agreed to by 16(62%) of the respondents, another 20(77%) were of the opinion that it was through affirmative action that recruitment strategies could be developed to attract diverse application for jobs in the organization. A significant majority 21(80%) of the respondents found affirmative actions responsible for fostering work environments that could attract and retain employees making it acceptable to everybody.

**Table 4.13 Roles of Affirmative Action Policies**

	Strongly disagree		Disagree		Undecided		Agree		Strongly agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Affirmative action ensures that the work environment is free from any type of harassment.	1	3.8	7	26.9	1	3.8	10	38.5	6	23.1
Allows training related to work skills and knowledge			8	30.8	1	3.8	13	50.0	3	11.5
Develop recruitment strategies to attract a more diverse applicant pool for jobs			5	19.2	1	3.8	16	61.5	4	15.4
Ensure all employees and managers receive Respectful Workplace			4	15.4	6	23.1	10	38.5	5	19.2
Foster a work environment that attracts and retains employees and is accepting of all people.			2	7.7			17	65.4	4	15.4
Emphasize to all employees the importance of a discrimination-free work place environment			1	3.8	2	7.7	13	50.0	9	34.6
The affirmative action policy deprives men of their legitimate rights	11	42.3	12	46.2	1	3.8	1	3.8		

According to 23(88%) of the study respondents affirmative action policies did not deprive male staff of their legitimate rights. This implies that thought not as perfect, affirmative action policies are perceived to be of positive impact to the organizations staffs' career development.

Asked whether affirmative action had turned out to be a reverse discrimination in trying to achieve its course of providing a level field for opportunity to all groups in the population in employment and career development, it emerged that 18(69%) of the respondent were in disagreement compared to 5(19%) who thought that it had turned to be a reverse discrimination policy.

**Table 4.14 Whether Affirmative Action Had Turned To Be A Reverse Discrimination**

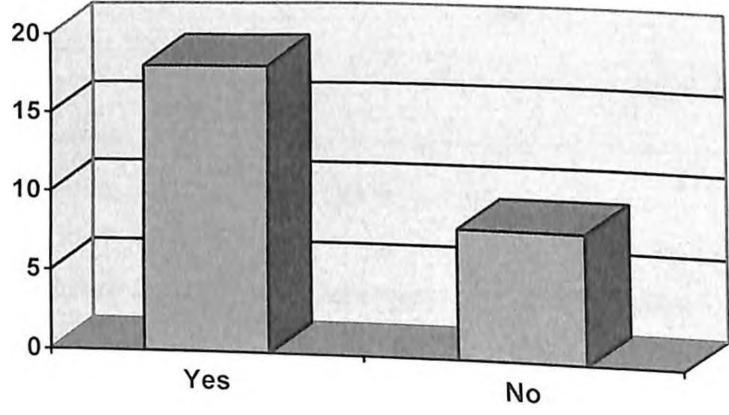
	Frequency	Percent
Strongly disagree	11	42.3
Disagree	7	26.9
Undecided	3	11.5
Agree	5	19.2
<b>Total</b>	<b>26</b>	<b>100.0</b>

This is a clear indication that majority of the respondents think that the affirmative action strategy in the organization is well in line with its intended course.

**4.6 Relationship between Affirmative Employees, Employers and Organization**

One of the main objectives of this study was to find out the relationship between affirmative action, employees, employers and the organization as a whole. This was important in evaluating the impact of affirmative action as experienced by the respondents. Asked if affirmative action influenced the performance of the organization, the study findings indicate that 18(69%) of the respondents were in acknowledgement that it had an influence in performance against 8(31%).

**Fig 4.6 Whether Affirmative Action Influence Organization Performance**



The respondents were further required to state the extent to which affirmative action influenced organizational performance and according to 9(35%) and 6(23%) found the extent



to be moderate and large respectively while 3(12%) found the extents to be either low or very low.

#### 4.6.1 Aspects of Affirmative Action Relationship

In evaluating affirmative action relationships the researcher asked the respondents to show whether their employer appreciated affirmative action aspects in the various gender based need, an overwhelming majority 21(80%) agreed that their employer did appreciate affirmative action with 2(8%) declining while 3(12%) had no idea as to whether their employer did or did not appreciate affirmative action.

In what ways the affirmative action was appreciated was of great importance to the researcher, from the study results majority of the respondents 18(69%) cited allocation of maternity leaves on of the major aspect that shows the employer appreciates affirmative action while 14(53%) and 15(58%) indicated provision of a leveled playing field and support to diversity respectively as clear indication of affirmative action appreciation.

**Table 4.15 Ways of Appreciating Affirmative Action**

Ways	Frequency	Percentage
Through provision of maternity leave	18	69.2
Making a level playing field for all	14	53.8
By supporting diversity	15	57.7

#### 4.6.2 Effects of Affirmative Action on Employees and Employers

To further establish the relationship between affirmative action and employees, the employer and the organization, the researcher thought it wise to find the perception of the respondents on what might be some of the effects of affirmative action. According to the findings 20(77%) of the respondents were in disagreement that it forces employers to hire and promote on characteristics relevant to performance compared to 5(19%) who were of the opinion that with affirmative action hiring and promotions were done regardless of

performance. A majority of 20(77%) were in disagreement that attributes of gender were not related to performance but promoted inefficiency against 4(16%) who were in agreement.

**Table 4.16 Effects of Affirmative Action**

	Strongly disagree		Disagree		Undecided		Agree		Strongly agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Forces employer to hire and promote on characteristics irrelevant to job performance	9	34.6	11	42.3			4	15.4	1	3.8
creates an atmosphere of distrust in the workplace	5	19.2	14	53.8	2	7.7	4	15.4		
The attributes of gender are not related to employees performance instead they promote inefficiency	9	34.6	11	42.3	1	3.8	3	11.5	1	3.8
Affirmative action weakens individual employee spirit	9	34.6	11	42.3	2	7.7	3	11.5		
Affirmative action creates tension between staff	9	34.6	10	38.5	3	11.5	3	11.5		
Affirmative action violates the principle of equal opportunity; thus the use of discrimination to fight discrimination	6	23.1	9	34.6	3	11.5	7	26.9		
Affirmative action deprives people of their deserved rewards	7	26.9	11	42.3	3	11.5	3	11.5	1	3.8

According to the findings of table 4.16 it can be said that affirmative action strategies have minimal effects in its relationship with employees, employers and the organization as whole making affirmative action apposite initiative.

## CHAPTER FIVE

### SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Introduction

The cumulative data was analyzed using quantitative analysis and presented in the form of tables, graph and pie charts. The study sought to examine the perception of affirmative action on women recruitment and career development: a case study of the world food programme Nairobi office (Kenya), with specific aims of finding out the general perception of WFP (Nairobi) staff about affirmative action, the contribution of affirmative action on women career development, the incorporation of affirmative action policies in recruitment of women in the organizations and the relationship between affirmative action and employee, employer and organization performance.

#### 5.2 Discussion of Findings

This section discusses the findings of the study in comparison to what other scholars say as noted under literature review. It is broken into: demographic information of the respondents, perception about affirmative action, contribution of affirmative action on career development, affirmative action policies in recruitment and relationship between affirmative action and employee, employer and organization performance. The analyzed results were compared against the objectives of the research to assess how far these objectives have been achieved. This evaluation is thus divided into two major parts. First an assessment of outcomes against the objectives is given in Section 5.2, then, a conclusion of the research project in Section 5.3, followed by recommendation of the study and suggestion for further studies in section 5.4.

##### 5.2.1 General Perceptions of Affirmative Action

Affirmative action calls for minorities and women to be given special considerations in employment, education and contracting decisions according to (Froomkin, 1998). This can be justified from the research findings where 96% of the respondents were in agreement that affirmative action was a justifiable tool for women employment and career development. It

was also observed that 73% of the respondents looked at affirmative action as the ambitious strategy that attempts to redress the long history of racial and sexual discrimination which concurs with the study by Landsberg (1995) who argues that the history of affirmative action has its efforts in correcting the effects of discrimination, towards promoting diversity, and endeavor to overcome the two-class society characterized by gender and racial divisions. The study also established that 85% of the respondents were in disagreement that affirmative action was a gender initiative that threatened fundamental values of fairness, equality and democratic opportunities for employment and career development.

### **5.2.3 Contributions of Affirmative Action**

Affirmative Action requires organizations to actively promote equal employment opportunity and eliminate discrimination to make effort in targeting under-represented groups in their outreach, as well as ensuring that job selection criteria do not have an “adverse impact” on under-represented groups (Hutchings et al, 1995). From the findings 85% of the study respondents indicated that career development and women employment was the major contribution of affirmative action ensuring equal and fair representation. 73% of the respondents saw affirmative action’s contribution as that of providing equal opportunity for competition. This findings echo sentiments by (Sithole et al, 2006), who states that affirmative action works towards the elimination of unfair discrimination and implementing measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.

### **5.2.4 Affirmative Action Policies in Organization Recruitment of Women**

Recruitment and selection decision is of prime importance as the vehicle for obtaining the best possible person-to-job fit which will, when aggregated, contribute significantly towards the organization effectiveness (Sturm and Guiner, 2001). From the research findings it was noted that there were affirmative action policies in place to ensure women got equal representation in recruitment as indicated by 92% of the study population. Recruitment of staff was also found to be based on both affirmative action policies and expertise. The

findings from the study concur with Murrell and Jones (1998) who said that Company Recruitment and Selection Policy should: be fair and consistent, be non-discriminatory on the grounds of sex, race, age, religion or disability and conform to statutory regulations and agreed best practice, should ensure the Job description and person specification are up-to-date and people get employed by merit and qualification.

Hutchings, Martinez, Stein, and Tashiro (1995), with the (recruitment policies and procedures), equal opportunity can actively be promoted and discrimination eliminated through affirmative action employment policies as was established in the study by 62%, 77% and 79% of the respondents that affirmative action policies in recruitment ensured that the work environment is free from any type of harassment, attract a more diverse applicant pool for jobs, and foster a work environment that attracts and retains employees.

### **5.2.5 Relationship between Affirmative Employees, Employers and Organization**

Establishing the relationship between affirmative action was important in evaluating the impact it had on the organization as experienced by the respondents. This was with reference to the study by (Delgado1996) on the merits or drawbacks of affirmative action programs and the impact, if any, on organizations. From the findings 69% of the respondents acknowledged that affirmative action influenced organization performance, while 31% felt it was on the contrary. The fact that the employer has implemented affirmative action policies, it is evident in fostering a positive relationship in the organization.

It was also noted that affirmative action was not perceived to force the employer to hire and promote on characteristics irrelevant to job performance with 77% of the respondent distancing affirmative action from inefficient staff recruitment. The study findings are in contrast to Carloff (2002) who argued in his study that affirmative action simply placed unqualified and incompetent members into jobs in society not because they are qualified, not because they were eligible, nor that they were an exemplary product of education, but entirely because of their gender.

### **5.3 Conclusions**

From the study it can be concluded that affirmative action strategies are essential addressing the representation of marginalized groups in an organization. This study established that embracing affirmative action policies, establishing adoption strategies and enhancing good employee, employer affirmative action relationship can bring immense benefits to the organization and the society as a whole, thus ignoring affirmative action strategies in this modern organization environment will be detrimental in the smooth inter relationship of both staff and management in any given organization.

The study thus did concluded that the top management in an organization, need to work towards embracing affirmative action in totality and in the required concept, when conducting employee recruitment. The study confirms, in line with some of the scholars in the literature review, the impact of affirmative action in providing equal and fair opportunities for marginalized groups.

### **5.4 Recommendations**

Following the study findings it is clear that affirmative action is the policy to apply when recruiting employees as a way of enhancing equal, fair and democratic representation. To achieve maximum practice and utilization of affirmative action policies in the most appropriate way and to avoid having reverse discrimination, the following recommendations are advanced;

- i. Affirmative Action to become a National Policy and must be adopted by all institutions in Kenya during recruitment.
- ii. Organizations and institutions that are not gender balanced, to correct the imbalances within a set time frame.
- iii. More advocacy and trainings on gender issues to be incorporated in learning institutions and employment organisations.

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## APPENDIX I: QUESTIONNAIRE

This questionnaire is to collect data for purely academic purposes. The study seeks to examine the perception of affirmative action on women employment and career development within departments of the World Food Programme Kenya (WFP) Nairobi. All information will be treated with strict confidence. Do not put your name or any identification on this questionnaire.

*Answer all questions as indicated by either filling in the blank or ticking the option that is appropriate to you.*

### SECTION I: Background Information

**Please indicate**

1. Your department \_\_\_\_\_

2. Your Sex

Male [ ] Female [ ]

3. Your highest academic qualification

Certificate [ ] Diploma [ ] Bachelors Degree [ ]

Masters degree [ ] Any other please indicate \_\_\_\_\_

4. Working experience in the organization?

Less than 5 years [ ] 5-10 years [ ] 11-15 years [ ]

Above 15 yrs [ ]

### SECTION II: PERCEPTION OF AFFIRMATIVE ACTION

(Definition: Affirmative Action is a policy or a program that seeks to redress past discrimination through active measures to ensure equal opportunity, as in education and employment.)

5. Do you think affirmative action is a justifiable tool of women employment and career development?

Yes [ ] No [ ]

If yes, to what extent

Very low extents [ ] low extent [ ] Moderate extents [ ]

Large extent [ ] Very large extent [ ]

If no please state why \_\_\_\_\_

6. Below are some statements on affirmative action, to what extent do you concur with them

**Key:** Strongly Disagree (**SD**) -1; Disagree (**D**)-2; Undecided (**U**) - 3  
 Agree (**A**) - 4; Strongly Agree (**SA**) - 5

PERCEPTION	SD	D	U	A	SA
Affirmative action has many damages in society					
Affirmative action policy hampers productivity and fosters corruption					
Affirmative action ends up hurting everyone even the purported beneficiaries					
Affirmative action is the world's most ambitious attempts to redress its long history of gender discrimination					
Affirmative action incite rather than ease the nations internal divisions					

7. Affirmative action is a gender preferences initiative that threatens fundamental values of fairness, equality and democratic opportunity?

Strongly Disagree [ ] Disagree [ ] Undecided [ ]  
 Agree [ ] Strongly Agree [ ]

8. The following are attributes of affirmative action, what is your take on them

Affirmative action	SD	D	U	A	SA
An ambitious attempt to redress its long history of racial and sexual discrimination					
Corrects the effects of past gender discrimination in employment					
Promotes diversity, and endeavor to overcome gender division					
Places unqualified and incompetent members into jobs in society					
Is discriminative in order to obtain equal treatment					

### SECTION III: CONTRIBUTION OF AFFIRMATIVE ACTION ON WOMEN'S CAREER DEVELOPMENT

9. Do you think affirmative action contributes in career development?

Yes [ ] No [ ]

If yes, to what extent would you rate its contributions?

Very low extents [ ] low extent [ ] Moderate extents [ ]

Large extent [ ] Very large extent [ ]

10. Organizations never realized women working potential until the introduction of affirmative action regularities

Strongly Disagree [ ] Disagree [ ] Undecided [ ]

Agree [ ] Strongly Agree [ ]

11. Through affirmative action women employee have been able to achieve promotions

Yes [ ] No [ ] Don't know [ ]

12. Does affirmative action affect your organizational performance?

Yes [ ] No [ ]

13. How would you rate the performance in your organization after the adoption of affirmative action policies?

Poor [ ] Average [ ] Good [ ] Excellent [ ]

14. Affirmative action gives provision for the following in developing the career of a woman. What is your take on the following statements?

**Key:** Strongly Disagree (SD) -1; Disagree (D)-2; Undecided (U) - 3

Agree (A) – 4; Strongly Agree (SA) - 5

<b>Affirmative action provisions</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
Equal opportunity for competition					
Favors women recruitment by setting a side slots					
Allows elimination of gender discrimination					
Provides acceptance and respect among staff at work					
help produce a diverse workforce					
Its a vehicle for reaching the goal of equality in organization performance					
Ensures representation of women across all levels of employment					
Informs employees of their rights to file complaints					
Provides a work environment where employees respect and value each other as individuals					

15. Major obstacles of gender based imbalance have been dealt with as a result of affirmative action thus ensuring organization work unity

Yes [ ] No [ ] Some how [ ] Don't know

#### SECTION IV: AFFIRMATIVE ACTION POLICIES IN ORGANIZATIONS

##### RECRUITMENT OF WOMEN

16. Affirmative action policy regulates the allocation of scarce positions in employment contracting so as to increase the representation in those positions of persons belonging to certain population subgroups

Strongly Disagree [ ] Disagree [ ] Undecided [ ]  
Agree [ ] Strongly Agree [ ]

17. Is there a laid down policy in your organization to enable staff recruitment in relation to gender?

Yes [ ] No [ ]

18. What is the perceived ratio of men to women in your organization?

1: 2 [ ] 2: 1 [ ] 3: 1 [ ] 1: 1 [ ]

Any other please specify \_\_\_\_\_

19. Which of the following recruitment strategy does your organization put into consideration when employing women?

Affirmative action [ ] Expertise [ ] None [ ] Both [ ]

Any other please indicate \_\_\_\_\_

20. The following are aspects of affirmative action and recruitment, what is your opinion on them with regard to your organization.

**Key:** Strongly Disagree (**SD**) -1; Disagree (**D**)-2; Undecided (**U**) - 3  
Agree (**A**) - 4; Strongly Agree (**SA**) - 5

<b>Affirmative action policies and recruitment</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
Affirmative action ensures that the work environment is free from any type of harassment.					
Allows training related to work skills and knowledge					
Develop recruitment strategies to attract a more diverse applicant pool for jobs					
Ensure all employees and managers receive Respectful Workplace					
Foster a work environment that attracts and retains employees and is accepting of all people.					
Emphasize to all employees the importance of a discrimination-free work place environment					
The affirmative action policy deprives men of their legitimate rights					

21. Affirmative action has turned out to be reverse discrimination in your organization
- Strongly Disagree [ ] Disagree [ ] Undecided [ ]
- Agree [ ] Strongly Agree [ ]

**SECTION V: RELATIONSHIP BETWEEN AFFIRMATIVE ACTION AND EMPLOYEE, EMPLOYER AND ORGANIZATION'S PERFORMANCE**

22. Affirmative action fosters a healthy relationship in the work environment
- Strongly Disagree [ ] Disagree [ ] Undecided [ ]
- Agree [ ] Strongly Agree [ ]
23. Do you think affirmative action influences the performance levels of staff in your organization
- Yes [ ] No [ ]

If yes to above to what extent do you think it influences

- Very low extents [ ] low extent [ ] Moderate extents [ ]
- Large extent [ ] Very large extent [ ]

24. Does your employer appreciate the whole idea of affirmative action when it comes to specific gender needs?

Yes [ ] No [ ] Don't know [ ]

If yes, in what ways does your employer appreciate it? (Select all that are applicable)

Provision of maternity leave [ ] Making a Level Playing Field [ ]

Supports Diversity [ ]

If no, please indicate how

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25. The following are the said effects that affirmative action has on employees, employer and organization. Do you agree or you disagree with these advanced effects?

<b>Affirmative effects</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
Forces employer to hire and promote on characteristics irrelevant to job performance					
creates an atmosphere of distrust in the workplace					
The attributes of gender are not related to employees performance instead they promote inefficiency					
Affirmative action weakens individual employee spirit					
Affirmative action creates tension between staff					
affirmative action violates the principle of equal opportunity; thus the use of discrimination to fight discrimination					
Affirmative action deprives people of their deserved rewards					

*Thank you for taking the time to complete the questionnaire.*