

**TACTICS ADOPTED BY FEMALE MANAGERS IN
KENYA'S ENERGY SECTOR TO DEAL WITH
UNIQUE CHALLENGES THEY FACE BY VIRTUE
OF THEIR GENDER.**

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MESO, BEATRICE

**A MANAGEMENT RESEARCH PROJECT
SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS
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NOVEMBER, 2006

DECLARATION

This Management Research Project is my original work and has not been submitted for another degree qualification of this or any other University or Institution of learning.

Signed *Meso* Date: *06/11/2006*

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This Management Research Project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

DEAREST DEPARTED:

- a. *It is one year since you left us. The zealous scholar we knew. A great young man, determined to excel and exhale but access denied. To date and forever my brother, friend, confidant and inspiration, whose vision and effort for achievement never quivered. In memory, ever at heart with **profound love**.*

THE LATE BENARD MUGANDA MESO

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To the Almighty God for bringing me this far. It is by him that I have come to see the initiation and completion of this program.

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TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENTS.....	iii
TABLE OF CONTENTS	iv
LIST OF TABLES.....	vii
LIST OF FIGURES	viii
LIST OF BBREVIATIONS.....	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background	1
1.1.1 Challenges facing women managers	2
1.1.2 How by women managers deal with the challenges	3
1.1.3 Kenya’s Energy Sector	4
1.2 Statement of the problem	6
1.3 Objectives of the Study	8
1.4 Significance of the Study	8
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Pressures and Challenges faced by women managers.....	10
2.3 Tactics adopted by women managers to deal with the challenges facing them	18
2.3.1 Joining the male club: adapting to the organizational leadership	19
2.3.2 Hiding their femaleness	19
2.3.3 Being Tough or being too soft	20
2.3.4 Adopting favourable leadership styles	21
2.3.5 Relationships with other women	22

2.3.6 Assertiveness	22
2.3.7 use of make up and managing body image	24

CHAPTER THREE: RESEARCH METHODOLOGY.....25

3.1 Research Design	25
3.2 Target Population.....	25
3.3 Sampling Tactics and Sampling Size	25
3.4 Data Collection.....	26
3.5 Data Analysis	26

DATA ANALYSIS AND FINDINGS.....27

4.1 Introduction.....	27
4.2 General Information.....	27
4.3 The extent to which female managers consider the tactics effective to deal with unique challenges they face at work by virtue of their gender.....	28
4.4 Extent to which female managers personally use of the tactics to deal with unique challenges they face at work by virtue of their gender.....	31
4.5 Extent to which female managers are perceived to use the tactics to deal with challenges they face at work by virtue of their gender.....	34

CHAPTER FIVE: DISCUSSION, CONCLUSION AND

RECOMMENDATIONS.....36

5.1 Introduction.....	36
5.2 Discussion.....	36
5.3 Conclusion.....	41
5.4 Recommendations and suggestions for further research.....	41

5.5 Limitations of the study.....42
REFERENCES.....43

APPENDICES

APPENDIX: 1 Letter of Introduction46
APPENDIX: 2 Questionnaire.....48
APPENDIX 3 Population and Sample Frame.....50

LIST OF TABLES

Page

Table 1: Type A Coronary prone behavior pattern in senior female managers compared to the general population.....	12
Table 4.2: Demographic Profiles	28
Table 4.3: Effectiveness of the tactics used women managers to deal with challenges they face at work by virtue of their gender.....	29
Table 4.4: The extent to which individual women managers Personally use the tactics to deal with the challenges they face at work by virtue of their gender	32
Table 4.5: The extent by women managers use the tactics to deal with the challenges they face at work by virtue of their gender	35

LIST OF FIGURES

Figure

Page

Figure 1: Sources of stress on female managers.....	17
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ABBREVIATIONS

KPLC	-	Kenya Power and Lighting Company
KENGEN	-	Kenya Electricity Generating Company
ERB	-	Electricity Regulatory Board
KPL	-	Kenya Pipeline
NOCK	-	National Oil Corporation of Kenya
KPRL	-	Kenya Petroleum Refineries Limited

ABSTRACT

The objectives of study were to establish the tactics used by female managers in Kenya's energy sector to deal with the unique challenges they face by virtue of their gender and to establish the extent to which women managers in Kenya's Energy sector use these tactics.

Women in the Third world work under very difficult conditions. The higher up the ladder one climbs, the harder it gets. Adler and Izraeli (1998) decry the paucity of women in management worldwide and posit that the reasons are similar internationally. These reasons include cultural sanctions, educational barriers, legal restrictions, corporate obstacles and women's disinterest in pursuing traditional masculine career. Davidson and Cooper (1990) have identified some challenges facing women managers, which are internal to the woman herself (Carr-Ruffino 1987) such the conflict between socialized values of caring for the family, self limiting beliefs, possessing conflicting beliefs, combating negative beliefs and stereotypes and not being aggressive, and the harder values found in male dominated competitive organizational cultures or external from the work environment, where the role expectations of an executive are still largely male and mobile, possible sexual harassment, heavy executive role expectations, patron male bosses, threatened male colleagues, blocked promotions, pay disparity, the glass ceiling, queen bee syndrome and the wonder woman syndrome from the home environment where the woman may still be responsible for most of the domestic chores and child/elder care.

The study established tactics, which were used and were effective to a great extent by the female managers to deal with the unique challenges they face by virtue of their gender at work place were assertiveness, development of good relationships with other women employees and development of favorable leadership styles. However, use of artificial make up products and joining the male club were less effective and were used to a small extent by the female managers.

The use of artificial make up products and joining the male club should be encouraged among women managers in Kenya, as they have proved effective in the western world. Women managers as well as women employees in general should be enlightened on the tactics to use to deal with unique problems they face by virtue of their gender.

CHAPTER ONE

INTRODUCTION

1.1 Background

Although the proportion of women managers has more than doubled since the 1990's, about 95% of top-level managers in Kenyan organizations are still men (Eve Magazine, November 2005). Women who made it up the ladder realized they were operating in a male culture where the rules are made and enforced by men. Traditionally, the woman's place was thought to be in the home. During the Industrial Revolution and the World War II however, women were called upon to do men's work and discovered they could do it well. Several developments since then, such as longer life spans, better birth control methods and civil rights movements have caused large increase in the number of career oriented women. Affirmative action laws probably opened more doors for women than any other factor. All these continued to erode the traditional barriers to women's meaningful participation in management of organizations. And because women have reached a critical mass and have the skills needed to move into top leadership roles for the twenty-first century, they are poised to move into leadership roles (Carlson 1990).

To fulfill that destiny, women must overcome the external barriers to equality such as pay disparity, inflexible working arrangements and the glass ceiling to the top. They must also overcome internal barriers that deprive them of socialization; their self-limiting beliefs, conflicting beliefs, and beliefs and stereotyping of others. They must become well-rounded, identifying and expanding on typical feminine strengths they poses and developing key masculine strengths Gregory (1989).

1.1.1 Challenges Facing Women Managers

One of the Key social issues identified in the 1970's was the increasing participation of women in the labour force. In the 1980s, they entered management in large numbers, while in the 1990's & 2000s they are increasingly valued by organizations as the means of overcoming their shortages in managerial talent. Cooper and Davidson (1990) illustrate these trends in several industrialized countries. They however also demonstrate the rising incidents of stress-related illness among working women. Some of the sources of this stress are internal to the woman herself (Carr-Ruffino 1987) such as the conflict between socialized values of caring for the family, self limiting beliefs, possessing conflicting beliefs, combating negative beliefs and not being aggressive, and the harder values found in male dominated competitive organizational cultures or external from the work environment where the role expectations of an executive are still largely male and mobile, possible sexual harassment, heavy executive role expectations, patron male bosses, threatened male colleagues, blocked promotions, pay disparity, the glass ceiling, queen bee syndrome and the wonder woman syndrome from the home environment where the woman may still be responsible for most of the domestic chores and child/elder care. Other challenges to women are biological, such as menopause.

The woman manager is also normally excluded from a great deal of useful information that is exchanged in the men's room, in the locker room, on the golf-course and at the corner bar (Carr-Rufino, Baack, and Palletier 1990). Women need to know what is going on in the company-which way the wind is blowing. Some of this information is available only through informal channels, making it difficult for the female manager to access it. Trying to avoid office politics is like trying to avoid the weather. Politics is how things get done in the work place, in government, in professional organizations. Women managers who are not involved in office politics are therefore not playing the game, and if they are not playing the game, they cannot possibly win. Careers are made in the work place based on politics.

The stresses of the female manager stated above manifest themselves through various symptoms, (Freeman 1990) which include tiredness, anxiety attacks, migraine headaches, excessive drinking and/or smoking, irritation, tension in the neck or back, sleeplessness and frustration or dissatisfaction.

1.1.2 How Women Managers have dealt with the challenges

Organizations can change their policies to reduce stress experienced by women managers by allowing flexible working schedules giving more paternity and maternity leaves, providing childcare facilities, or changing relocation policies (CCLS 1987). Career counseling, senior management and mentoring, training for male managers, and the encouragement for informal networks are all recommended.

Many women must overcome both external and internal barriers in order to achieve their careers. They have to develop assertive strategies to surmount the above impediments and to seek out organizational environments that permit them career advancement. This subsection addresses the tactics women managers use to cope with challenges and thus be effective in their roles. The work of Marshall (1995) and Maddock (1999) in particular has a lot of influence in the frameworks about this topic.

Maddock (1999) contends that women have to control other people's perceptions of them as women: they have to measure reactions and ascertain whether they were being too aggressive, or too feminine. She cites Gutek (1989) who pointed out that; women have to deal with stereotyping as a personal rather than an organizational problem. This, Maddock says, contributes to the "strain of womanhood". She found that women managers use a variety of means to avoid being positioned into gendered roles. The strategies include hiding their femaleness by working hard to persuade colleagues to respect them as

managers, acting tougher and more aggressive than their male colleagues, adapting dress code in order to avoid visibility and to desexualise themselves (Sheppard, 1989), being aggressive and pushy, joining the male club and enhancing their relationships with other women at work.

The other tactic demonstrated by women is that they commonly practiced assertive behaviours (Bloom 1975). Such assertiveness was employed in negotiating for more pay and benefits, searching out jobs that paid better salaries, seeking out bosses who respected their competency, instituting sexual harassment procedures, using objective criteria rather than personal ones for hiring decisions, hiring women supervisors who treated employees equitably and using favourable leadership styles.

Streamlining of housework from the traditional tedious, often backbreaking drudgery, all done by hand to use of labour saving devices, reliability on ready made foods from supermarkets together with use of more reliable birth control methods such as tubal ligations, vasectomies and birth control pills have gone along way in assisting women managers cope with problems at work.

1.1.2 Kenya's Energy Sector

The story of the Kenyan Energy Sector is that of liberalization. The enactment of the Electric power Act 1997, the Petroleum (exploration and production) Act Cap 308 of the Laws of Kenya, and the Geothermal Resources Act (1997) set pace for the liberalization of the Energy sector. There was separation of commercial functions in the sector from policy setting, regulatory and coordinating functions.

Kenya's Energy Sector has undergone change in the recent past. There has been change in the leadership in all the major organizations and there are a number of women holding senior positions in these organizations. In fact one

of the strategic organizations, National Oil Corporation of Kenya (NOCK), has a woman CEO.

Women managers in Kenya's Energy Sector work under very difficult conditions. The organizations in the sector are large and have offices spread all over the country. Some of the organizations have more than 7,000 employees. Due to this, the manager's jobs entail a lot of traveling. The managers are also most often faced with frequent transfers from one station to another. Senior managers have to content with frequent high-level meetings both inside and outside the country. Late night meetings and assignments, which spill over to the night, are not uncommon in organizations in Kenya's Energy sector.

If women are to have uninterrupted careers, rather than just jobs, they need adequate paid maternity leaves, affordable quality childcare and eldercare and flexible work structure such as flexi time, job-sharing, part time arrangements and work in home offices. Other than maternity leaves, the facilities enumerated above are unheard of in organizations in Kenya's Energy sector.

In the light of the above, the researcher therefore chose to concentrate on the Kenya's Energy Sector.

The key players in Kenya's Energy Sector include The electricity Regulatory Board (ERB), the Kenya Power & Lighting Company Limited (KPLC), the Kenya Electricity Generating Company (KenGen), the Kenya Pipeline Company Limited (KPC), National Oil Corporation of Kenya (NOCK) and the Kenya Petroleum Refineries Limited (KPRL).

1.2 STATEMENT OF THE PROBLEM

Women in the Third world work under very difficult conditions. The higher up the ladder one climbs, the harder it gets. Adler and Izraeli (1998) decry the paucity of women in management worldwide and posit that the reasons are fairly similar internationally. These reasons include: cultural sanctions, educational barriers, legal restrictions, corporate obstacles and women's disinterest in pursuing traditional masculine careers. Davidson and Cooper (1990) have identified some challenges facing women managers, which are internal to the woman herself (Carr-Ruffino 1987) such as the conflict between socialized values of caring for the family, self limiting beliefs, possessing conflicting beliefs, combating negative beliefs and stereotypes and not being aggressive, and the harder values found in male dominated competitive organizational cultures or external from the work environment, where the role expectations of an executive are still largely male and mobile, possible sexual harassment, heavy executive role expectations, patron male bosses, threatened male colleagues, blocked promotions, pay disparity, the glass ceiling, queen bee syndrome and the wonder woman syndrome from the home environment where the woman may still be responsible for most of the domestic chores and child/elder care.

Closer home, Mathenge (2001) has studied the factors affecting upward mobility of women in the Kenyan Banking Sector and found the factors to be age, marital status, educational background, number of children, the woman's fear of success and fear of appearing incompetent.

The tactics adopted by women to deal with the challenges explained above are varied. They include developing assertive strategies, dealing with stereotyping, hiding their femaleness by working hard to persuade their male colleagues to respect them as managers, acting tougher and more aggressive than their male colleagues, adapting dress code in order to avoid visibility and to desexualise themselves (Sheppard, 1989), being aggressive and pushy,

Joining the male club and enhancing their relationships with other women at work.

The other tactics demonstrated by women is that they commonly practiced assertive behaviours (Bloom 1975) such as negotiating for more pay and benefits, searching out jobs that paid better salaries, seeking out bosses who respected their competency, instituting sexual harassment procedures, using objective criteria rather than personal ones for hiring decisions, hiring women supervisors who treated employees equitably and using favourable leadership styles. Others include streamlining housework from the traditional tedious, often backbreaking drudgery, all done by hand to use of labour saving devices, reliability on ready made foods from supermarkets and use of more reliable birth control methods such as tubal ligations, vasectomies and birth control pills have gone along way in assisting women managers cope with problems at work.

The writer however finds that these tactics are used in the western world. In the Kenyan community, we are not sure if the tactics are applicable.

The researcher did not find any study that focused on the tactics used by Kenyan women managers to cope with the challenges they face by virtue of their gender.

1.3 OBJECTIVES OF THE STUDY

1. To establish the tactics used by women managers in Kenya's energy sector to deal with the unique challenges they face by virtue of their gender.
2. To establish the extent to which women managers in Kenya's Energy sector use these tactics.

1.4 SIGNIFICANCE OF THE STUDY

- The study would be important to organizations as it would assist them evaluate the performance towards gender equity and integration;
- The results of the study would also assist the government through the Ministry of Labour and Human Resource development in monitoring the participation of women in gender mainstreaming in labour, policy and administration;
- The study would be important to women in middle management and supervisory positions in understanding what they need to succeed in occupying top management positions in their various organizations.
- The study may accord an opportunity for any interested parties to appreciate not only the "gender gap" that may need to be addressed with appropriate policies and programmes but also in identifying the structural deficiencies that may require modifications;
- The study would help companies male managers who would draw useful lessons and gain understanding of female managers working styles;
- The study would be important to women managers and Human Resource Departments to document the challenges faced by women managers and strategies taken to address them;

- The study would be important to Scholars to whom the study can form the basis for further research. It will also contribute to available literature in the Strategic Management field.
- In addition, in this era of strong trends towards gender equity both nationally and internationally, it is especially important to understand corporate culture and what kind of prospects it bears on the participation of women in leadership;

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Generally, managers the world over face challenges in execution of their duties. The challenges include Global changes, restructuring, and high performance expectations among others. Women managers are particularly more affected by these challenges than their male colleagues. One of the Key social issues identified in the 1970's was the increasing participation of women in the labour force. In the 1980s, they entered management in large numbers, while in the 1990's & 2000s they are increasingly valued by organizations as the means of overcoming their shortages in managerial talent. Cooper and Davidson (1990) illustrate these trends in several industrialized countries, they also demonstrate the rising incidents of stress-related illness among working women.

2.2 Pressures and Challenges Faced by Women Managers

Although it seems easy enough for women to gain employment, at the lower rungs on the organizational ladder, it is proving very difficult for them to reach upper, middle and senior management positions. This, on top of trying to maintain a home and a family, is creating enormous pressures on women at work, which is beginning to manifest itself in a variety of undesirable ways. For example, in a study (reported by Hayness et al 1980) carried out by the National Heart, Lung and Blood Institute in the U.S., it was found that the coronary heart disease rate for married working women was rising rapidly. The sample was drawn from the Framingham Heart Study, which is the most comprehensive investigation of heart disease ever carried out. All the inhabitants of Framingham, Massachusetts have been undergoing regular medical screening for 20 years. The main purpose of the study was to identify the precursors to heart disease in this population. Interested to see what the impact of employment is on working women, researchers at the NHLBI decided to collect information on the employment status and behavior

of 350 housewives, 387 working women (employed outside the home for over one-half of their adult years) and 580 men in the Framingham Study, between the ages of 45-64. All 1317 subjects in the investigation were followed for the development of coronary heart disease over an 8 year period. Their main finding was that working women did not have a significantly higher incidence of coronary heart disease than housewives, and their rates were lower than for working men. They then analyzed the information in terms of married (including divorced, widowed and separated) versus single working women and found a substantial increase in incidence of heart disease. But most revealing of all their results appeared when they compared married working women with children against those without children. In this case they found that 'among working women, the incidence of coronary heart disease rose as the number of children increased'. This was not the case, however, for women who were housewives, indeed, that group showed a slight decrease with an increasing number of children.

In a large scale study of female managers in the U.K. (Davidson and Cooper 1980), very similar results to the above were found while exploring Type A coronary prone behaviour among women executives. Type A behaviour is characterized by time urgency, hard driving, striving, high achievement, motivation, competitiveness, devotion to work, a pre-occupation with deadlines, and abruptness of gesture and speech. Type B behaviour, on the other hand, is characterized by the relative absence of the behaviour associated with Type A individuals i.e ability to relax without guilt, no free floating hostility, no sense of time urgency, etc. On the basis of large scale prospective research work, two cardiologists in the U.S. have found, in repeated longitudinal investigations, that this Type A behavior pattern in all groups of workers is a significant precursor to coronary heart disease and other stress-related illness: Type A men between the ages of 39-49 and 50-59 have 6.5 and 1.9 times (respectively) the incidence of coronary heart disease than Type B men. In addition, in a study by a team of U.S. Government scientists (reported by Haynes et al 1980), it was found that

Type A behavior is an even stronger causal agent in heart disease in women than in men, producing more than twice the incidence of coronaries. In this investigation, Type A questionnaires were administered to a sample of 135 senior female managers. The Type A questionnaire yields raw scores were then designated to categorize an individual as either a Type A1, A2, B3 or B4 with the A1 category signifying the most highly developed coronary prone behavior and B4 the least (see Table 1).

Table 1. Type A coronary prone behavior pattern scores compared to the general population, Senior Women Mangers and the General Population

	Type A1	Type A2	Type B3	Type B4
Women managers (%)	21.5	40.0	38.5	0
General population (%)	10.0	40.0	40.0	10.0

Source: Davidson and Cooper (1980) Strategic planning for Human Resources: UMIST Manchester.

It can be seen that 61.5 per cent of the sample were classified as Type A, with 21.5 per cent Type A1 and 40 per cent Type A2 . Only 38.5 per cent were classified B3 and there were no B4 women. The normal distribution of Type A and B behaviour patterns in the general population tends to be: A1 = 10 per cent, A2 = 40 per cent, B3 = 40 per cent and B4 = 10 per cent. Therefore, the sample of female managers herein contained over twice the proportion of the most extreme Type A1s who are the group most at risk in terms of stress-related illnesses.

In addition to these results, it has also been found that working women as a whole 'experienced more daily stress, marital dissatisfaction, and aging worries and were less likely to show overt anger than either housewives or men'. Indeed, in a review of the research literature on marital adjustment in

dual-career marriages, a University of Michigan team found that of the 13 major studies in this area using either a U.S national or regional sample, at least 11 of them showed that marital adjustment was worse for dual-career wives than for non-working wives (Staines et al 1978). There are a variety of sources of stress that can create the above manifestations for female managers, and we see these as dividing into three groups; stressors that are internal to the female manager, those that are created in her work environment, and those that stem from the home (Davidson & Cooper 1980).

In the first category are the sex stereotyped behaviors and attitudes that most women carry around with them from early socialization (Davidson and Cooper 1980). Some of the more prominent ones in this area are: conflict about working and raising a family, about 'being the boss', about 'being ambitious and aggressive in business dealings', etc. This "culture trap" creates difficulties for women at work since most organizations are still dominated by male values and behaviors, and women are still encouraged to play out a less achievement orientated, less aggressive and more dependent role than men. One of the female executives in the above sample highlighted these problems as follows, "I find it very difficult being the boss, and when I go out with the staff socially and I am introduced as "the boss" that embarrasses me. I don't want to be introduced as anybody's boss". Another interesting comment from another senior female manager, "I think a lot of women have a built-in failure value. They feel that they shouldn't compete because they are women and so they don't".

The second category of problems stems from factors in the work environment (Davidson and Cooper 1980). One such difficulty is trying to meet the role expectations of being an executive. Since the executive role is usually perceived by both men and women as fundamentally a male role, any individual female manager is unlikely to be seen as a adequately fitting or meeting the role requirements. In addition, there is the potential threat that many male managers feel about the competence of their female colleagues.

Indeed, in an effort to overcome feelings of insecurity, inadequacy and to meet a variety of internal role expectations, many female managers work harder, longer, and more thoroughly than their male counterparts or even their male bosses. Frequently, a male boss adopts a 'patron' role vis-a-vis his immediate female sub-ordinate, protecting and advancing his protégé, but at the same time using her competence for his own advancement. This can create enormous stress on the female manager concerned, because:

- (1) She feels she must constantly perform at her best to meet his expectations;
- (2) She becomes identified with him and suffers the whims and circumstances that befall him;
- (3) Her own individual talents and abilities are not always recognized by 'significant others'. But get fused with the boss's strengths and weaknesses and;
- (4) She is still playing out a "dependent role" and not trying to make her mark on the basis of her own resources.

There's a popular saying: Women have to work twice as hard to be considered half as good. As a result, women are like little ants -working, working, working. They complain that they do more than everyone else, and they do!

Female managers also have the additional burden of being used or using their sexuality in office politics (Dubrin 1987) of career development. The pressure of sexual harassment, such as advances or exploitation, can create serious problems in the work environment. In addition, women are frequently in the position of utilizing their sexual role to achieve certain career or other objectives which can create internal conflicts and tensions that weaken their own self-esteem (Mackinnon 1989). Sexual harassment in the work place is not very uncommon. It happens all the time. A case in point is Monica Lewinsky or Mary Cunningham cases.

It has been proven that women are not taken seriously in what they say or do at the workplace. The terrorist attack of September 11th 2001 and the recent spate of shady corporate financial dealings give examples of women being ignored, stonewalled or crucified. First, Enron's global finance vice president, Sheron Watkins, warned company president, Kenneth Lay, about her discomfort with the firm's accounting practices long before the company's demise. In August 2001, she had written a memo to Lay complaining about a "veil secrecy" surrounding private investment partnerships at the firm. "I am incredibly nervous that we will implode in a wave of accounting scandals," wrote Watkins. "We are under too much scrutiny and there are probably one or two disgruntled "redeployed" employees who know enough about funny" accounting to get us into trouble" unfortunately for Lay, and thousands of other Enron Employees, he didn't heed Watkins warning (Frankel 2004).

Another woman whose warning was ignored is FBI staff attorney Coleen Rowley who became the conscience of the agency after coming forward to speak the truth about inappropriate handling of evidence of terrorist activity prior to the attacks of the twin towers on September 11th 2001. Even though the public lauded her in 2002 and Time magazine named her among the three "Persons of the year" (along with Watkins and Cooper), she was treated as a pariah by fellow FBI staffers.

Then there was Cynthia Cooper of WorldCom's financial auditing department who felt she had no choice but go to the board of directors to report the misappropriation of massive amounts of money when her manager told her to ignore inappropriate accounting. Though of course was the beginning of the end for the prestigious conglomerate. Although she received praise from strangers, co-workers blamed and shunned her (Frankel 2004).

One of the most serious problems women in management face is blocked promotion. For the vast majority of women who are struggling for individual recognition and achievement, the road up the executive ladder is not so easy

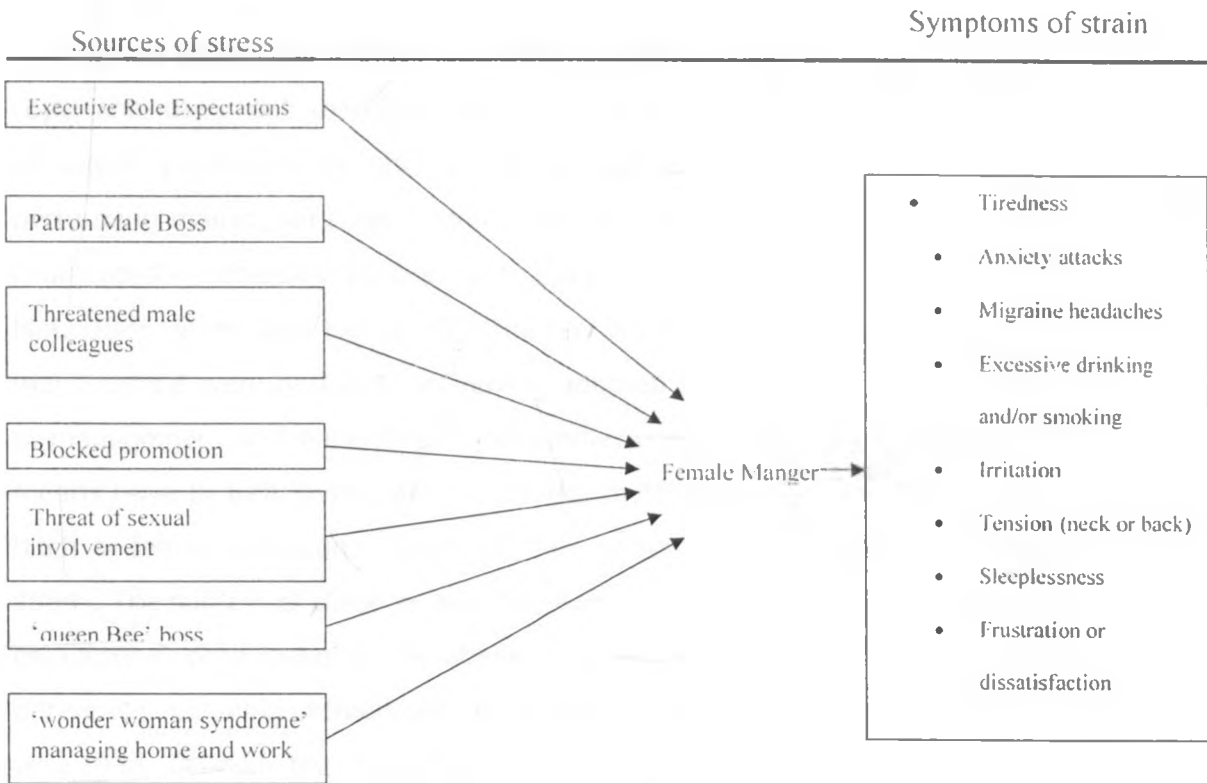
(Epstein 1988). They face blockages, between their job and home. Currently, many promotional advances in industry are based on the availability of managers to be mobile, to move from one site to another or from one area of a country to another. This is a major stumbling block for any married female manager and one that most organizations have failed to address. In addition to job transfers, managers are also expected to be available for short-term assignments abroad or in other parts of the country. Once again, female managers with families are unable to offer their services and this tends to count against them in terms of their prospects for advancement.

Another source of difficulty is 'queen bee syndrome', that is, trying to cope with an aggressive, workaholic female boss. Many early successful women who have achieved positions of influence in organizations have done so by inhibiting many of their female traits and attitudes (Briles 1987). In many cases, however, underneath the facade of the dominant and super ordinate executive is still a very insecure and less than self-confident and assertive woman. This combination of surface behaviour and hidden feelings sometimes produces a rather frightening and intimidating figure to junior female managers. The "Queen Bee" who has worked very hard to attain her organizational status frequently feels "why should it be easier for them", and pushes her female subordinates more than her male ones.

And finally, the most potentially intractable source of stress on women in management is trying to manage the home and work simultaneously (Handley and Handley 1990). Although many husbands of working women intellectually accept and encourage their wives in their careers, few either psychologically or practically, (e.g. by taking on traditional housewife chores) support them. When one considers that most males come from homes where their role model was a 'mother at home', the fact that they still expect their working wives to carry out the traditional household duties is not surprising.

The pressures and challenges reviewed above are fundamental source of stress. The process is depicted in figure 1.

Figure 1. Sources of stress on female managers



Source: Error! Davidson and Cooper (1980). End Discrimination: Equality for women now" Decisions adopted by the 17th world congress of the ICFTU, Durban.

2.3 Tactics Adopted by female managers to deal with challenges facing them

This part of the project reviews literature on tactics used by women to adapt, cope and carry out management roles. In general, research on women managers predominantly shows that women are as effective as men in performing managerial roles. Women have the ability to display the common characteristic necessary for "good" management (Powel 1990, Dobbins and Platz 1986, Donel and Hall 1980). The few women who were "successful" in management were portrayed as having adapted to typically masculine styles of management and leadership, finding individualized means of survival. Such means have in turn given rise to both the myth of queen bee, dragon lady, bitch or female barracuda. Nicolson 1996, Knater 1997, Ussher 1990, Morris 1994). The subtext of these studies however is that women in fact fit the pre-established organizational situations through a pervasive theme of no difference, meaning women are as good as men – but without questioning who had defined this "goodness" (Brandser 1996). Moreover, without questioning the meaning of this so-called goodness traditional conceptualisations of 'leadership' and success' remain static.

Maddock found that women managers use a variety of means to avoid being positioned into gendered roles. They include: hiding their femaleness, image and being too tough or being too soft, joining the male club, adopting powerful female roles, establishing good relationships with other women and managing their body image among others.

2.3.1. Joining the club: adapting to organizational leadership

Much work that is concerned with detailing the strategies that women use in adapting to the male dominated organizations begins with Hochschild's (1973) study. Hochschild's starting point is that women are often 'tokens' and are initially marginalized. As a result, women face a number of dilemmas related to the conflict between norms of behaviour appropriate to their sex and those appropriate for their occupational roles. Women react and adapt in a variety of ways. At the extremes of these adaptations, she suggests, processes involve women becoming their 'defeminised' or deprofessionalised.

Marshall (1995) notes that some experts have advised women to realize that "male" behaviors are the "rules of the game" which they must learn to play to be successful. Maddock (1999) observed: "every woman who wants to transform organizations has to deliberate on tactics to handle her gender identity. She has to decide whether to conform in style or be open and challenging and expose herself". Maddock contends that women have to control other people's perceptions of them as women: they have to measure reactions and ascertain whether they were being too aggressive, or too feminine. She cites Gutek (1989) who pointed out that, in addition, women have to deal with this stereotyping as a personal rather than an organizational problem. This, Maddock says, contributes to the "strain of womanhood".

2.3.2. Hiding their femaleness

In many organizations women still have to work hard to persuade their colleagues to respect them as managers. Sometimes this has led them to be tougher and more aggressive than their male colleagues. Relatedly women adopt a more serious dress code in order to avoid visibility and to desexualize themselves (Sheppard, 1989).

Some women managers, aware of being under continuous scrutiny, work very hard, stay late at work, never say no, etc., in order to combat criticism. Much

work that is concerned with detailing the strategies that women use in adapting to the male dominated organizations begins with (Hochschild's 1973) study. Hochschild's starting point is that women are often "tokens" and are initially marginalized. As a result, women face a number of dilemmas related to the conflict between norms of behaviour appropriate to their sex and those appropriate for their occupational roles. Women react and adapt in a variety of ways. At the extremes of these adaptations, she suggests, processes involve women becoming their defeminised' or deprofesionalised. The defeminised woman seeks to become the limitations posed by joining the male club and participating in the male talk and office politics (Powel 1990, dobbins and platz 1986, Donel and Hall 1980).

It is a mistake to deny that some women have powerful roles and do wield power. Maddock gives the example of a woman who used whatever female power she could muster and found that her most effective role was as a "prim and respectable" nanny figure.

In general, women managers practice dedication to high quality job performance and courage in overcoming behavioural and attitudinal barriers, especially where executives want to encourage competitive, world class standards.

2.3.3. Being Tough or Being Too Soft

Many women said that they had tried to make themselves more accepted by being more aggressive, pushy and 'cooler' at work, but many disliked themselves for trying to be 'one of the boys'. So while it may be true that senior managers no longer have to demonstrate muscle on the streets as part of their jobs the need for senior managers to display muscle and power is in equivocal (Dugan 1998). On the other hand some women are too soft and that is how they win the support of their superiors and juniors. Reactive behavior always creates more problems than it solves. Some of the elements necessary for the employment of feminist practice asking the woman

question, the use of feminist practical reasoning and consciousness reasoning. All these elements have the potential of impacting on the style of leadership employed Morris (1997).

2.3.4. Adopting Favorable Leadership Styles

In general, research on women managers argued that women were as effective as men as managerial leaders, with the ability to display the common characteristics necessary for "good" management (Powel 1990, Dobbins and Platz 1986, Donel and Hall 1980). The few women who were "successful" in management were portrayed as having adapted to typically masculine styles of management and leadership, finding individualized means of survival. Such means have in turn given rise to both the myth of queen bee, dragon lady, and bitch or female barracuda. Nicolson 1996, Kanter 1997, Ussher 1990, Morris 1994). The subtext of these studies however is that women in fact fit the pre-established organizational situations through a pervasive theme of no difference, meaning women are as good as men – but without questioning who had defined this 'goodness' (Brandser 1996:). Moreover, without questioning the meaning of this so called goodness traditional conceptualizations of 'leadership' and success' remain static.

Many women describe their style of leadership in terms of a transformational approach to leading as opposed to transactional approach traditionally associated with men in organizations. Many women do not manage in the same way as their male colleagues and yet they are equally as effective by using different strategies. Most women actually do care about their staff, from their development, their welfare, assisting them to get maximum from them. But their male colleagues they do it in a different way: much more authoritarian. Women allow people to manage but maintain control. They give people freedom to get on and to be able to say this is yours, your project, but still maintain control and guidance. They are less autocratic, friendly, open and less power conscious than their male counterparts.'

in sum, the non-traditional, feminine-oriented management style of women managers that differs from the autocratic Male management style, is relevant and timely to modern organizations that are moving away from hierarchy and autocracy to be change-oriented, adaptive, empowering, and competitive environment.

2.3.5. Relationships with other women

Maddock reminds us that we must consider not only the relationships of men and women but also those between women. There are big differences between women, and much of women's stress at work can be caused by other women, sometimes juniors but often colleagues who are envious of women's opportunities. Some of the pressure on senior women can come from younger women who have high expectations of senior women. Earlier, Maddock and Parkin (1994) were able to remark that in local government, while women formed "the backbone" of support services and administrative structures, very few had reached senior management. women colleagues have the potential to make or brake one of their own.

2.3.6. Assertiveness

Other strategies demonstrated by women is that they commonly practiced assertive behaviours to surmount problems and to improve performance. Such assertiveness is in sharp contrast to the traditional expectation, described earlier, that women should be submissive. One study, however, has suggested that the higher a woman is organizationally, the more she perceives herself to be assertive (Korzenny, Korzenny, & Sanchez de Rota, 1985). Assertive behaviours used by women include negotiating for more pay and benefits, searching out jobs that paid salaries comparable to their US counterparts, seeking out bosses who respected their competency, instituting sexual harassment procedures, using objective criteria rather than personal ones for hiring decisions, hiring women supervisors who treated employees

equitably, and learning good command of English. For example, a Leon factory manager on maternity leave found that her male "replacement" was given "a considerably higher salary and a company car." After returning to work, enduring considerable personal duress, and confronting her employer, she renegotiated her contract and eventually received a higher salary and more benefits.

In some environments, women managers have achieved parity with men. Some women have secured management positions in border assembly plants (Maquiladoras) that pay senior managers the same salary as their US counterparts in order to stay competitive.

The assertive and interactive style of some women managers could be an asset to organizations that seek to transform the traditional organizational model. Those women managers with bilingual skills may also be particularly adept at cross-cultural interactions where client-oriented skills and cross-national adaptation is needed. Responsive human resource management practices that facilitate their recruitment, retention, and upward mobility; moreover, male employees and managers, are needed.

Some bosses' attitude towards professional women make their working conditions more than acceptable. Some bosses have indicated that when they hired women in supervisory positions patronizing language problems disappeared. Kras (1995) and Nolan (1994) have noted that using proper titles at work is important and helps to establish status differentials, but gender-based superior-subordinate communication problems are not addressed in the literature. Also, hiring and promoting friends and family is not uncommon, however, most women make hiring decisions based on merit rather than favouritism. One woman stated that, "the one who comes in and has good qualifications for the job is the one who is going to get it".

In sum, women display extraordinary commitment to progressing in their careers and to advancing organizationally. This stresses the obstacles that

women encounter in organizations, that they perceive to be patriarchal, and with supervisors and bosses who, for the most part, preferred to work with men.

2.3.7. Use of make-up and managing body image

The concern with body image arising from women's narratives also raises important clues from unpacking and mapping out the cultural identity of the woman manager. Given the significance of physicality in defining the identity of leaders, the lack of attention paid to the 'body' as an analytical concept remains a serious omission (Westermaland 2001). Gaining acceptance in any organizational environment involves the display of an appropriate body image, but the significance of body image might be even more telling in an organization such as the police force where women wear a uniform to ensure homogeneity. Indeed the significance of police uniform was such as much alive in the historical pioneers as it is today.

The police officers concern with body image also tells us much about the various ways in which the body is central in communicating messages of power and authority in her work on policewomen doing public order duties, Heidensohn 1994b notes the process by which the police women construct themselves in order to manage disorder, "Women have to learn how to make themselves authoritative Heidsohn 1992. They should emphasize on symbolic expression of authority more through impression management relying heavily on what she describes as 'presence' and 'voice' in order to present themselves as convincing and calming officers of peace."

Embedded within the following woman's narrative is the careful attention paid to displaying an appropriate balance of femininity and masculinity. While attention given to the presentation of the body and image is one of the most visible forms of doing gender, it is in the process involved in the daily routine of doing work that that the significance of gender becomes more apparent.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. RESEARCH DESIGN

Research design can be classified as experimental, survey, case study, archival analysis and historical design. According to Emory and Cooper (1995), research design can be classified by the communication used to gather primary source data. It is also a framework for specifying the relationship among the study's variables, starting with a selection plan, and type of information used to answer the questionnaire.

A survey research design was used to obtain data for this study. The survey design was selected because of the cross-sectional nature of the data to be collected.

3.2 TARGET POPULATION

The target population consisted of all the 57 senior women managers in the 7 major organizations in Kenya's Energy Sector. All women employees from the rank of Senior Officer or the equivalent (e.g. Senior Engineer) were included in the study. The Human Resource Managers in the target organizations, irrespective of their gender were required to answer questions seeking answers to general information on the organization.

3.3. SAMPLING TACTICS AND SAMPLE SIZE

The researcher studied all the 57 senior female managers in the organizations in Kenya's Energy Sector. There was therefore no need for sampling.

The number of female managers that were interviewed is tabulated in appendix III hereto.

3.4. DATA COLLECTION

Data was collected by the researcher personally by administering questionnaires to the respondents at both the pilot stage and the main study. The questionnaire include a letter of introduction of the researcher and explained the purpose of the questionnaire and the research. The instruments were left with the respondents, as they required time to respond to the questions. The date and the time when the completed questionnaires were ready for collection was agreed upon between the researcher and the respondents. The researcher personally collected the completed questionnaires. To ensure accuracy and precision, the data was edited, clarified with the respondents and corrections made where possible. The questionnaire was divided into 3 sections, A, B, & C.

Section A: This section consisted of demographic details like the name of the organization, number of employees, number of women employees, number of managers and number of women managers.

Section B: This section sought information on the tactics used by women managers to deal with problems they face by virtue of their gender.

Section C: This section sought information on the extent to which women managers in Kenya's Energy Sector use the tactics in B above.

3.5 DATA ANALYSIS

The data collected was tabulated, classified and coded. The coding was done in such a way as to assist the researcher to sort, tabulate and analyse the answered questionnaires received back form the respondents. The data was analysed with help statistical package on social sciences using descriptive statistics; this involved the use of frequencies, percentages, mean scores and standard deviation.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter contains summaries of data findings together with their possible interpretation. The chapter is divided into three sections two of which are related to the objectives of the study. The first section analyses the demographic details like number of employees, number of women employees, number of managers and the number of female managers. The second section analyses the tactics used by women managers to deal with the problems they face by virtue of their gender. The third section analyses the extent to which women managers in Kenya's energy sector use the tactics to deal with the unique challenges they face by virtue of their gender.

Fifty seven (57) questionnaires were distributed to the respondents, out of which forty one (41) responded by completing and returning the questionnaires. Sixteen (16) did not respond. This gave a response rate of 72% and a non-response rate of 28%. this response compares well with previous studies such as Kamanu (2004) of 71%.

4.2 General information

The demographic details consisted of the number of employees, number of female employees, number of managers and the number of female managers. The findings are presented on table 4.2 below.

Table 4.2: Demographic profiles

	KPLC	KenGen	Nock	ERB	Min of Energy	KPRL	KPC
Number of Employees	6190	1531	75	30	265	200	1500
Number of Female Employees	880	210	31	10	99	55	250
Number of Managers	94	22	6	11	26	12	64
Number of Female Managers	26	6	3	3	2	0	21
Percentage of Female Managers	28%	27%	50%	27%	8%	0%	33%

Table 4.2 shows that on average female managers represent 25% of the managers in key organizations in Kenya’s energy sector. This shows that majority of managers were male.

4.3 The extent to which female managers in Kenya's Energy Sector recognize and consider tactics listed hereinbelow effective to deal with the unique challenges they face at work by virtue of their gender.

this section presents the research findings on how female managers in Kenya's Energy Sector identify and consider the tactics in table 4.3 below as effective tactics to be used to deal with unique challenges they face at work by virtue of their gender.

The tactics used by female managers involved assertiveness, use of artificial make up products, developing good relationships with other women employees, joining the male club and developing favourable leadership styles. This was measured in a five-point likert scale. the scale was presented in the questionnaire as follows:

Scale Point	Value (Score)
To a Very great Extent (VGE)	5
To a great extent (GE)	4
To a moderate extent (ME)	3
To a small extent (SE)	2
Not at all (NA)	1

Each respondent was assigned a score based on the value attached to the rating on the scale he/she chose. For the purpose of data analysis, the points on the measurement scale for 'not at all' and 'to a small extent' were collapsed into a single point labelled "to a small extent" the scale point "to Some extent' was relabelled "to a moderate extent" while the scale points 'to a great extent' and 'to a very great were combined into one scale point called "to a great extent".

Mean scores 0-2.99, 3-3.49 and 3.5-5.0 imply that the tactic is considered effective to a small extent, moderate extent and great extent respectively.

Table 4.3: Effectiveness of the tactics used by female managers to deal with problems they face at work by virtue of their gender.

	Mean	Std Deviation
Assertiveness	4.35	1.03
Use of artificial make up products	1.48	0.73
Developing good relationships with other women employees	3.39	1.08
joining the male club	2.43	1.04
Developing favourable leadership styles	4.65	0.57
Professionalism & Integrity	5.00	0.01
Team work	4.67	0.89
Academic achievement	4.00	0.19
Creativity & Innovation	5.00	0.69
Being Friendly to Every body	4.00	0.35
Communication Skills	5.00	0.29
Net working with other professionals	5.00	0.91

Assertiveness

Assertive behaviours used by women include negotiating for more pay and benefits, searching out jobs that paid salaries comparable to their US counterparts, seeking out bosses who respected their competency, instituting sexual harassment procedures, using objective criteria rather than personal ones for hiring decisions, hiring women supervisors who treated employees equitably, and learning good command of English. This was found to be effective to a very great extent ($\bar{X} = 4.35$). The standard deviation was relatively low (1.03) shows that responses given by the women managers were in close agreement.

Use of artificial make up products

This concern with body image arising from women's narratives also raises important clues from unpacking and mapping out the cultural identity of the woman manager. The use of artificial make up products was found to be a tactic effective to a small extent ($\bar{X} = 1.48$) with a standard deviation of 1.08 shows that opinions of the respondents were in close agreement.

Developing good relationships with other women employees

Maddock reminds us that we must consider not only the relationships of men and women but also those between women. There are big differences between women, and much of women's stress at work can be caused by other women, sometimes juniors but often colleagues who are envious of women's opportunities. Some of the pressure on senior women can come from younger women who have high expectations of senior women. This tactic was found to be effective to a moderate extent ($\bar{X} = 3.39$). The standard deviation was relatively low (1.08) implying that opinions of the respondents were in close agreement.

Joining the male club

The joining of male clubs by female managers as a tactic was found to be effective to a small extent ($\bar{X} = 2.43$). The standard deviation was relatively low (1.08). This shows that the opinions of the respondents were in close agreement.

Developing favorable leadership styles

In general, research on women managers argued that women were as effective as men as managerial leaders, with the ability to display the common characteristics necessary for "good" management (Powel 1990, Dobbins and Platz 1986, Donel and Hall 1980). This tactic was used to a very large extent ($\bar{X} = 4.65$). The standard deviation was at (0.58) implying the respondents were in strong agreement on their opinions.

Others tactics

Other tactics, which were effective to a great extent for the women managers in dealing with the challenges they face at work were professionalism and integrity ($\bar{X} = 5.0$), teamwork ($\bar{X} = 4.67$), academic achievement ($\bar{X} = 4.0$), creativity and innovation ($\bar{X} = 5.0$), being friendly to every one ($\bar{X} = 4.00$), communication skills ($\bar{X} = 5.0$) and networking with other professionals ($\bar{X} = 5.0$).

4.3.1 The extent to which individual female managers personally use the tactics to deal with the challenges they face at work by virtue of their gender

The respondents were asked to indicate the extent they personally managers used the tactics to encounter the problems they were facing as female managers. This was measured in a five-point likert scale. The scale values as presented by the questionnaire were as follows:

Scale Point	Value (Score)
To a Very great Extent (VGE)	5
To a great extent (GE)	4
To a moderate extent (ME)	3
To a small extent (SE)	2
Not at all (NA)	1

Each respondent was assigned a score based on the value attached to the rating on the scale he/she chose. For the purpose of data analysis, the points on the measurement scale for 'not at all' and 'to a small extent' were collapsed into a single point labelled "to a small extent" the scale point "to Some extent' was relabelled "to a moderate extent" while the scale points 'to a great extent' and 'to a very great were combined into one scale point called "to a great extent".

Mean scores 0-2.99, 3-3.49 and 3.5-5.0 imply that the tactic is considered effective to a small extent, moderate extent and great extent respectively.

Table 4.4 The extent to which individual female managers personally use the tactics to deal with the challenges they face at work by virtue of their gender.

	Mean	Std Deviation
Assertiveness	4.04	0.98
Use of artificial make up products	1.65	1.07
Developing good relationships with other women employees	3.30	1.26
joining the male club	2.13	1.14
Developing favourable leadership styles	4.61	0.66
Professionalism & Integrity	5.00	0.11
Team work	4.67	0.12
Academic achievement	4.00	1.1
Being Friendly to Every body	4.00	0.71
Communication Skills	5.00	0.66
Net working with other professionals	5.00	0.88

Assertiveness

Individual women managers felt that to a great extent ($\bar{X}=4.04$), they used assertiveness as tactic to counter the challenges they face as female managers in their work. The standard deviation was relatively low (0.98) indicating that the responses were in close agreement.

Development of favourable leadership styles

Development of favourable leadership styles was used to great extent by the women employees as a tactic to counter the challenges they face at the work place by virtue of their gender ($\bar{X}=4.61$). The standard deviation was relatively low (0.66) indicating that the responses were in close agreement.

Developing good relationships with other women employees

development of good relationships with other women employees, as a tactic to counter the challenges faced by female managers at work by virtue of their gender was found to be used to a moderate extent ($\bar{X}=3.3$). The standard deviation was relatively low (1.26) indicate that the respondents were in close agreement.

Joining the male club

joining the male club as tactic by female managers to counter the challenges face at work by virtue of their gender was found to be used to a small extent ($\bar{X}=2.13$). The standard deviation was relatively low (1.14) indicating that the responses were in close agreement.

Use of artificial make up products

Use of artificial make up products was used to a small extent ($\bar{X}=1.65$) as a tactic by female managers to counter the challenges they faced at work by virtue of their gender. The standard deviation was relatively low (1.07) indicating that the responses were in close agreement.

Other tactics

Professionalism and integrity ($\bar{X}=5.0$), teamwork ($\bar{X}=4.67$), academic achievement ($\bar{X}=4.0$), being friendly to every one ($\bar{X}=4.0$), communication skills ($\bar{X}=5.0$) and networking with other professionals ($\bar{Y}=5.0$) were some of the tactics used to a great extent by female managers in dealing with the challenges they face at work the place.

4.3.2 The extent to which women managers are perceived to use the tactics to deal with the challenges they face at work by virtue of their gender

The respondents were asked to indicate the extent they felt other female managers used the tactics to counter the challenges they faced in their work places as female managers. This was measured in a five-point likert scale. The scale values as presented by the questionnaire were as follows:

Scale Point	Value (Score)
To a Very great Extent (VGE)	5
To a great extent (GE)	4
To a moderate extent (ME)	3
To a small extent (SE)	2
Not at all (NA)	1

Each respondent was assigned a score based on the value attached to the rating on the scale he/she chose. For the purpose of data analysis, the points on the measurement scale for 'not at all' and 'to a small extent' were collapsed into a single point labelled "to a small extent" the scale point "to Some extent" was relabelled "to a moderate extent" while the scale points 'to a great extent' and 'to a very great were combined into one scale point called "to a great extent".

Mean scores 0-2.99, 3-3.49 and 3.5-5.0 imply that the tactic is considered effective to a small extent, moderate extent and great extent respectively. the findings are presented in table 4.3.3 below:

Table 4.5 The extent to which female managers are perceived to use the tactics to deal with the challenges they face at work by virtue of their gender

	Mean	Std Deviation
Assertiveness	4.13	1.10
Use of artificial make up products	2.87	1.14
Developing good relationships with other women employees	2.74	1.09
Joining the male club	2.61	1.16
Developing favourable leadership styles	3.59	1.22
Professionalism & Integrity	4.40	0.64
Team work	4.33	0.34
Academic achievement	4.00	0.22
Sexual Appeal	3.67	0.15

Assertiveness ($\bar{X}=4.13$) and development of favourable leadership styles ($\bar{X}=3.59$) were used to a great extent by female managers to counter the challenges they face at work by virtue of their gender. On the other hand development of good relationships with other women employees ($\bar{X}=2.74$), use of artificial make up products ($\bar{X}=2.87$) and joining the male clubs ($\bar{X}=2.61$) were used to a moderate extent. The standard deviations were relatively low indicating that the responses were in close agreement. Other tactics which were used to a great extent by the women managers were professionalism and integrity ($\bar{X}=4.40$), teamwork ($\bar{X}=4.33$), academic achievement ($\bar{X}=4.0$) and sexual appeal ($\bar{X}=3.67$). The standard deviations were relatively low, ranging from 0.15 to 0.64 indicating that the responses were in close agreement

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter discusses the findings gathered from the analysis of the data, as well as the conclusions reached. The chapter incorporates the various suggestions and comments given by the respondents in the questionnaires. Findings have been summarized alongside the objectives of the study, conclusions have been drawn from the study and the recommendations for action are given.

5.2 DISCUSSION

the aim of this study was to establish the tactics that are used by female managers in Kenya's Energy Sector to deal with challenges they face by virtue of their gender. the tactics identified and studied included assertiveness, use of artificial make-up products, developing good relationships with other female employees, joining the male club and developing favourable leadership styles.

Assertiveness

Assertive behaviours used by women include negotiating for more pay and benefits, searching out jobs that paid salaries comparable to their US counterparts, seeking out bosses who respected their competency, influencing the institution of sexual harassment procedures including court processes, influencing the use of objective criteria rather than personal ones for hiring decisions, influencing and advocating for the hiring of female supervisors who treated employees equitably, and learning good command of English language. This tactic was found to be highly recognized and acknowledged by respondents. It was rated as effective to a very great extent.

Individual female managers felt that to a great extent, assertiveness is a tactic they personally to counter the challenges they face as female managers in their work.

The assertive and interactive style of some female managers could be an asset to organizations that seek to transform the traditional organizational model. Those female managers with bilingual skills may also be particularly adept at cross-cultural interactions where client-oriented skills and cross-national adaptation is needed. Responsive human resource management practices that facilitate their recruitment, retention, and upward mobility is also needed.

Some bosses' attitude towards professional women make their working conditions more than acceptable. Some bosses have indicated that when they hired women in supervisory positions patronizing language problems disappeared. Kras (1995) and Nolan (1994) have noted that using proper titles at work is important and helps to establish status differentials, but gender-based superior-subordinate communication problems are not addressed in the literature. Also, as noted earlier, hiring and promoting friends and family is not uncommon, however, it was found that female managers make hiring decisions based on merit rather than favouritism. One woman stated that, "the one who comes in and has good qualifications for the job is the one who is going to get it".

In sum, women display extraordinary commitment to progressing in their careers and to advancing organizationally. This stresses that the obstacles that women encounter in organizations are perceived to be patriarchal, and with supervisors and bosses who, for the most part, prefer to work with men.

Use of artificial make up products

This concern with body image arising from women's narratives also raises important clues from unpacking and mapping out the cultural identity of the woman manager. This normally involves the use of bright coloured clothes, big and powerful earrings, high heeled shoes, as well as the use facial make-up products. The use of artificial make up products was found to be hardly recognized as a tactic to deal with challenges female managers face at their work places. the finding was that the tactic was effective to a small extent.

Use of artificial make up products was used to a small extent personally by individual female managers to counter the challenges they face at work as women. this particular finding presents a contradiction to the researcher who has witnessed massive use of make-up products by women employees and managers in most organizations in the country. Whether or not they use it as a tactic to deal with their challenges is debatable. Embedded within the following woman's narrative is the careful attention paid to displaying an appropriate balance of femininity and masculinity. While attention given to the presentation of the body and image is one of the most visible forms of doing gender, it is in the process involved in the daily routine of doing work that the significance of gender becomes more apparent. this tactic is more effective in the western world and women in Kenya should consider employing it to counter the challenges they face at work by virtue of their gender.

Developing good relationships with other women employees

Maddock reminds us that we must consider not only the relationships of men and women but also those between women. There are big differences between women, and much of women's stress at work can be caused by other women, sometimes juniors but often colleagues who are envious of women's opportunities. Some of the pressure on senior women can come from younger women who have high expectations of senior women. This tactic was found to be effective to a moderate extent.

To a moderate extent female managers developed good relationship with other women employees, as a tactic to counter the challenges they face at work place. Earlier, Maddock and Parkin (1994) were able to remark that in local government, while women formed "the backbone" of support services and administrative structures, very few had reached senior management. Women colleagues have the potential to make or break one of their own.

Joining the male club

Joining the male club involves befriending male colleagues, joining the chat groups, visiting the clubs they visit after work, wearing trousers or clothes ordinarily reserved for men among others. Much work that is concerned with detailing the strategies that women use in adapting to the male dominated organizations begins with Hochschild's (1973) study. Hochschild's starting point is that women are often 'tokens' and are initially marginalized. As a result, women face a number of dilemmas related to the conflict between norms of behaviour appropriate to their sex and those appropriate for their occupational roles. Women react and adapt in a variety of ways. At the extremes of these adaptations, she suggests, processes involve women becoming their 'defeminised' or deprofessionalized.

The joining of male clubs by female managers as a tactic was found to be less recognized as a tactic for countering challenges that women managers face at work by virtue of their gender. It was rated as effective to a small extent.

Similarly, even individual female managers indicated that they have personally used this tactic to counter the challenges they face at their place of work only to a small extent.

Marshall (1995) notes that some experts have advised women to realize that "male" behaviors are the "rules of the game" which they must learn to play to be successful. Maddock (1999) observed: "every woman who wants to transform organizations has to deliberate on tactics to handle her gender identity. She has to decide whether to conform in style or be open and challenging and expose herself". Maddock contends that women have to control other people's perceptions of them as women: they have to measure reactions and ascertain whether they were being too aggressive, or too feminine. She cites Gutek (1989) who pointed out that; in addition, women

have to deal with this stereotyping as a personal rather than an organizational problem. This, Maddock says, contributes to the "strain of womanhood".

this tactic, just like the use of artificial make-up products has been underused by female managers in Kenya's Energy Sector. this is attributable to the fact that women, in the African context believe that their place is in the home. married women in particular would not be free to join the male club as this would cause problems with suspicious spouses.

Developing favorable leadership styles

In general, research on women managers argued that women were as effective as men as managerial leaders, with the ability to display the common characteristics necessary for "good" management (Powel 1990, Dobbins and Platz 1986, Donel and Hall 1980).

Development of favourable leadership styles were found to be used to great extent by the women managers as a tactic to encounter the challenges they face at the work place.

The few women who were "successful" in management were portrayed as having adapted to typically masculine styles of management and leadership, finding individualized means of survival. Such means have in turn given rise to both the myth of queen bee, dragon lady, and bitch or female barracuda. (Nicolson 1996, Kanter 1997, Ussher 1990, Morris 1994). The subtext of these studies however is that women in fact fit the pre-established organizational situations through a pervasive theme of no difference, meaning women are as good as men – but without questioning who had defined this 'goodness' (Brandser 1996:). Moreover, without questioning the meaning of this so-called goodness traditional conceptualisations of 'leadership' and 'success' remain static.

Many women describe their style of leadership in terms of a transformational approach to leading as opposed to transactional approach traditionally associated with men in organizations. Many women do not manage in the same way as their male colleagues and yet they are equally as effective by using different strategies. Most women actually do care about their staff, from their development, their welfare, assisting them to get maximum from them. But their male colleagues they do it in a different way: much more authoritarian. Women allow people to manage but maintain control. They give people freedom to get on and to be able to say this is yours, your project, but still maintain control and guidance. They are less autocratic, friendly, open and less power conscious than their male counterparts.'

5.3 CONCLUSION

The tactics which were very effective and were used to a great extent by the female managers to deal with the unique challenges they face at work by virtue of their gender were assertiveness, development of good relationships with other women employees and development of favourable leadership styles. However, use of artificial make up products and joining the male club were less effective and were used to a small extent by the female managers.

5.4 RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

Based on the findings, the use of artificial make-up products and joining the male club were found to be not applied at all. the researcher suggests that these tactics should be encouraged among female managers in Kenya as they have proved effective in the western world. Female managers as well as female employees in general should be enlightened on the tactics to use to deal with unique problems they face by virtue of their gender in order to be able to rise up the organizational ladders and also maintain their positions. Male managers and as well as male employees should give women a chance to operate effectively in the male dominated world.

The researcher suggests that a similar research should be carried out in other industries involving both female employees and female managers, in order to get a wider and fair representation of women's views on the subject.

5.5 LIMITATIONS OF THE STUDY

The study was only carried out in urban set up thus cannot be used to represent the views of all the female managers in the country since the use and effectiveness of the tactics may vary from urban set up to the rural set-up.

The study was carried out in organizations in the Energy Sector where most of the managers have a common background, mainly engineering and the findings were bound to be biased.

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Appendix I
Letter of Introduction



UNIVERSITY OF NAIROBI
FACULTY OF COMMERCE
MBA PROGRAM - LOWER KABETE CAMPUS

DATE 17/05/2016

TO WHOM IT MAY CONCERN

The bearer of this letter is Justice Nwa-Mbando

Registration No. D-1/P/5495/01

is a Master of Business Administration (MBA) student of the University of Nairobi.

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

The results of the report will be used solely for academic purposes and a copy of the same will be provided to the interviewed organizations on request.

Thank you


JACKSON MAALU

CO-ORDINATOR, MBA PROGRAM

BEATRICE MESO-MUENDO
C/O UNIVERSITY OF NAIROBI
P. O. Box 30100
NAIROBI
19/05/2006

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA ON "TACTICS ADOPTED BY FEMALE MANAGERS IN KENYA'S ENERGY SECTOR TO DEAL WITH UNIQUE PROBLEMS THEY FACE BY VIRTUE OF THEIR GENDER"

I am a postgraduate student in the school of Business Studies, University of Nairobi. I am undertaking a research on TACTICS ADOPTED BY FEMALE MANAGERS IN KENYA'S ENERGY SECTOR TO DEAL WITH UNIQUE PROBLEMS THEY FACE BY VIRTUE OF THEIR GENDER

This is in fulfillment of a Masters degree in Business Administration (MBA)

In order to undertake the research, you have been selected to form part of the study. I therefore request your kind assistance in filling the attached questionnaire as truthfully as you can to the best of your knowledge. In your case you will only be required to complete parts B & C of the questionnaire. The information you give will be treated in the strictest confidence and is needed purely for academic purposes. Even where a name has been provided, it will not under any circumstances appear in the final report.

A copy of the final report will be made available to you upon request.

Your assistance and co-operation will be highly appreciated.

Yours Sincerely


Beatrice Meso-Muendo

Appendix (II)

QUESTIONNAIRE

SECTION A. GENERAL INFORMATION (TO BE ANSWERED BY HUMAN RESOURCE MANAGERS)

1. Name of Organization -----
2. Designation of the Respondent in the Organization -----
3. Number of Employees -----
4. Number of Female Employees -----
5. Number of Managers -----
4. Number of Female Managers -----

SECTION B. TACTICS USED BY FEMALE MANAGERS TO DEAL WITH CHALLENGES THEY FACE AT WORK BY VIRTUE OF THEIR GENDER (TO BE ANSWERED BY FEMALE MANAGERS)

In your opinion, to what extent do you consider the following to be effective tactics for women managers to deal with challenges they face at work? Please use a five (5) point rating scale where:-

1 = No extent at all

5 = Very great extent

- | | 1 | 2 | 3 | 4 | 5 |
|---|-----|-----|-----|-----|-----|
| 1. Assertiveness | () | () | () | () | () |
| 2. Use of artificial make up products | () | () | () | () | () |
| 3. Developing good relationships with other women employees | () | () | () | () | () |
| 4. Joining the male club | () | () | () | () | () |
| 5. Developing favourable leadership styles | () | () | () | () | () |
| 6. Other (Specify) _____ | () | () | () | () | () |

SECTION C. THE EXTENT TO WHICH FEMALE MANAGERS USE THE TACTICS TO DEAL WITH CHALLENGES THEY FACE AT WORK BY VIRTUE OF THEIR GENDER

In your opinion, to what extent do you use the following tactics to deal with challenges you facing as a woman manager? Please use a five (5) point rating scale where:-

1 = No extent at all

5 = Very great extent

	1	2	3	4	5
7. Assertiveness	()	()	()	()	()
8. Use of artificial make up products	()	()	()	()	()
9. Developing good relationships with other women employees	()	()	()	()	()
10. Joining the male club	()	()	()	()	()
11. Developing favourable leadership styles	()	()	()	()	()
12. Other (Specify) _____	()	()	()	()	()

In your opinion, to what extent are the following tactics used by other female managers to deal with challenges facing women leaders? Please use a five (5) point rating scale where:-

1 = No extent at all

5 = Very great extent

	1	2	3	4	5
1. Assertiveness	()	()	()	()	()
2. Use of facial make up products	()	()	()	()	()
3. developing good relationships with other women employees	()	()	()	()	()
4. Joining the male club	()	()	()	()	()
5. Developing favourable leadership styles	()	()	()	()	()
6. Other (Specify) _____	()	()	()	()	()

Thank you much for your co-operation

Appendix (III)

The target and sample population

Organization	Target population (Female Managers)= N
KPLC	26
KENGEN	3
ERB	3
KPL	21
NOCK	4
KPRL	0
Total	57

Source: Human Resource Departments of the Organizations in Kenya's Energy Sector.