

**EFFECTS OF GENDER MAINSTREAMING ON EMPLOYEE
RECRUITMENT AND SELECTION PROCESSES IN KWALE COUNTY,
KENYA**

BY

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DECLARATION

Student Declaration

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DEDICATION

I dedicate this project firstly to my two very able supervisors. Professor Joshua Kwonyike and Dr. Stanley Kavale who walked the walk and talked the talk with me as well as the reader who shall gain new knowledge from it. To my friends and family who have been there for me through the whole process. I am forever grateful for their support.

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ABSTRACT

Across Africa, women and men often experience different opportunities, conditions and privileges; they earn different wages, do not have the same access to education and are not always equal before the law. The Organization for Economic Co-operation and Development, (2017) stated that weak conditions of women in Africa hindered them to participate fully in political and economic activities. Furthermore, (UNESCO) United Nations Educational Scientific and Cultural Organization suggested that the weak status of women in the formal economy was attributed to insufficient education and low access to health. Today, the world and its culture have significantly improved. Over sexism is no longer tolerated at work place, during interviews or consideration for promotion as there are legal safeguards that protect women from discrimination at workplace. Despite this improved environment, a negligible number of women get promoted to highest ranks in leadership whether in universities, government, research institutes and industry. The study therefore sought to determine the effect of gender mainstreaming on employee recruitment and selection in the County Government of Kwale. The research was guided by the following specific objectives; to establish the effect of gender equality, gender equity, gender empowerment and gender audit on employee recruitment and selection process in the County Government of Kwale. The study employed the socialist feminist theory, gender role ideology theory and the theory of liberal feminism. Explanatory research design was used because it explains phenomena well. The study area was Kwale County Government and the target population was 193 employees in the County Government of Kwale who are directly involved in the process of recruitment and selection process specifically the middle and top level management also including the Public Service Board. A census was therefore adopted. The study employed primary data sources which was collected using 5-scale (ranging from 1- not at all, to 5- very great extent) Likert structured questionnaires. Descriptive and inferential analysis was performed with the aid of the Statistical Package for the Social Sciences (SPSS) version 25. Data was presented using tables and figures. Descriptive results showed that the respondents agreed that gender equality, gender equity and gender empowerment affected recruitment and selection while gender audit to a neutral extent affected recruitment and selection at the Kwale County government. The correlation results established a positive and significant relationship between gender mainstreaming and recruitment and selection at the Kwale County government. Specifically, the beta coefficients for gender equality, gender equity, gender empowerment and gender audit were 0.373, 0.545, 0.432 and 0.377 respectively. The p values for each was less than 0.05 implying that a unit change of each variable positively and significantly affected recruitment and selection. Also the multiple linear regression results showed similar results as the correlation results that gender mainstreaming has a positive and significant relationship with recruitment and selection at the Kwale County government. Specifically, the beta coefficients for gender equality, gender equity, gender empowerment, gender audit were 0.89, 0.191, 0.280 and 0.222 respectively. The model predicted 29.72% as the effect of gender mainstreaming on recruitment and selection at the Kwale County government. The ANOVA result was significant (F, 9.665, p=.000). The study concluded that gender equality, gender equity, gender empowerment and gender audit positively and significantly affect recruitment and selection at Kwale County government. The study recommended that Kwale County government should consider gender equality, gender equity, gender empowerment and gender audit before they start any recruitment and selection process. Further, stakeholders should come up with and implement a policy on gender equality, gender equity, gender empowerment and gender audit to enhance on efficiency and effectiveness in recruitment and selection.

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ABBREVIATIONS AND ACCRONYMS

ADP :	Area Development Programs
AU :	African Union
BPFA:	Beijing Platform for Action
CEDAW:	Convention on the Elimination of All Forms of Against Women
CIDP:	County Integrated Development Plan
CRC :	Convention of The Rights of Children
CSW :	Commission on the Status of Women
EAC:	East African Community
FBO:	Faith-Based Organization
GM:	Gender Mainstreaming
ICPD:	International Conference on Population and Development
ICT	Information Communications Technology
ILO:	International Labour Organization
MDG:	Millennium Development Goals
NEPAD:	New Partnership for Africa's Development
NFLS:	Nairobi Forward Looking Strategies
NGO:	Non-Governmental Organization
UN:	United Nations
UNDP:	United Nations Development Programme
UNESCO:	United Nations Educational Scientific and Cultural Organization

OPERATIONAL DEFINITION OF TERMS

- Employee recruitment and selection process:** Recruitment and selection are essentially concerned with finding, assessing, and engaging new employees or promoting existing ones (Nikolaou, 2021).
- Gender empowerment:** A process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyze their situations and take appropriate action to improve their status or that of the marginalized groups in the society (Martin & Bernard, 2018).
- Gender equality:** The concepts that all human beings are free to develop their personal abilities and make choices without limitations set by strict gender roles; and that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally (Kanjere & Rachidi, 2019).
- Gender equity:** Fairness of treatment on the basis of gender, which could mean either equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities (Kinyanjui, 2017).
- Gender Audit:** Gender Audit is an assessment process by which the gender equality state-of-art at an organization is analysed and the main gender biases are identified (Halvorsen, 2019).
- Gender mainstreaming:** The reorganization improvement, development and evaluation of policy processes so that a gender equality perspective is incorporated in all policies at all levels and at all stages by the actors normally involved in policy – making (Durojaye & Okeke, 2017).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presented the background of the study, statement of the problem, research objectives, hypotheses, significance and scope of the study.

1.1 Background of the Study

Recruitment is the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up the positions within the organizations. It is the central function of human resource management. Recruitment is the process of selecting the right person, for the right position at the right time. The educational qualifications, experience, abilities and skills of the individuals need to be taken into consideration when recruitment takes place. It is the process of attracting, selecting and appointing potential candidates to meet the needs and requirements of the organizations. Recruitment takes place internally, i.e. within the organization and externally, i.e. from the usage of external sources. Internal factors include, the size of the organization, recruiting policy, image of organization and image of job. External factors include, demographic factors, labour market, unemployment rate, labour laws, legal considerations and competitors. Efficiency in the recruitment processes generates productivity and builds a good working environment and good relations between the employees (Derous & Defruyt, 2016).

Selection is the process of picking or choosing the right candidate, who is most suitable for the job. It is the process of interviewing the candidates and evaluating their qualities, which are necessary for a specific job and then selection of the candidates is made for the right positions. The selection of right candidates for the right positions will help the organization to achieve its desired goals and objectives. When selection of the

employees takes place, it is vital to ensure that they possess the desired qualifications, skills and abilities that are required to perform the job duties in a well-organized manner (Rozario, Venkatraman & Abbas, 2019).

Recruitment is called a positive process with its approach of attracting as many candidates as possible for the vacant positions. It is the process of identifying and making potential candidates to apply for the jobs. On the other hand, selection is called a negative process with the elimination of many candidates as possible. There are numerous individuals, who apply for the jobs, but selection is made only of those individuals, who are qualified and proficient. Selection is important, the reason being, hiring of good resources can help in increasing the overall performance of the organization. Both the processes of recruitment and selection are considered important for the effective functioning of the organizations and they take place simultaneously. They are imperative for growth and development of the organization (Nikolaou, 2021).

Today's knowledge economy highly depends on the value created by the organization's human resource (Van Esch & Felorie (2019). In such a highly competitive environment, organizations have started to pay much attention to the recruitment and selection process, since employees form their main asset. The recruitment and selection process is a complex, dynamic and a vital ingredient of human resource management in organizations (Mohapatra, & Sahu, 2017). Khan (2018) argues that selection seeks to pick the right individual that meets the requirements of the job and the firm's best interests hence selection of the person best fit for the job. A good employee selection system plays a key role on the effectiveness of the firm (Fisher Schoenfeldt & Shaw, 2014). The sole aim of recruitment is to find high quality individuals that are best suited to perform specific roles for the organization at the lowest possible costs.

At the United Nations Fourth World Conference on Women, the strategy of gender mainstreaming was explicitly endorsed by the Platform for Action which was adopted at the end of the Conference. The Platform for Action calls for the promotion of the policy of gender mainstreaming, repeatedly stating that governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programs, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively (Abbasi et al., 2020). Recent literature on Gender Mainstreaming (GM) has focused on government policy and strategy to advance gender equality, in particular in relation to employment strategy within the European Union and in the policy of the United Kingdom government (Staudt, 2017) and the place of social regulators in this process (Rees, 2004). It has pointed to the lack of effective mechanisms to address employer behavior. Whilst the business case for gender equality has been recognized, it is considered insufficient to advance women in the workplace (Giscombe & Mattis, 2017). Dickens (2019) argues that equal opportunities for women in the workplace are best advanced by a combination of legal compliance, the business case and social regulation.

Across the world, gender mainstreaming activities rank high on global, national and organizational agendas. Threading gender-specific interventions into strategic intent enables governments and organizations to ensure equal participation and benefit for all genders, economically and socially. For example, in the Nordic region, the Nordic Council of Ministers, implemented a unified approach to gender equality through the Cooperation Programme for Gender Equality 1995 – 2000 (Åseskog, 2018). The program mandated that gender equality must be executed across all aspects of society including decision making, economic empowerment, the labor market and parenting amongst others. This holistic approach is the backbone for the Nordic region's

demonstrated success with progress towards gender equality, as is discussed later in this paper, and provides the basis for why gender mainstreaming must be an intrinsic part of planning and budgeting processes in the most effective of organizations.

Approaches to gender mainstreaming further acknowledge the need to ensure women's participation in all sectors of the economy and more specifically as a driving force in leadership. National frameworks, derived from best practices, provide a blueprint for how female inclusive policies strategies should be designed, monitored and implemented to achieve inclusion for women in the workplace, in society and at home (Packett, Grigg, Wu, Cuddy, Wallbrink & Jakeman, 2020). Moreover, wholly inclusive approaches require commitment from women and men, international and national players, as well as public and private sector actors. In line with this, the BDPA specifically asks key stakeholders to address twelve critical areas of concern. Of specific relevance to this research, is the matter of inequality in economic structures and policies, the matter of inequality between men and women in the sharing of power and decision making at all levels, as well as insufficient mechanisms at all levels to promote the advancement of women (Cavaghan, 2017).

Many countries have laws and regulations regarding access to public service jobs, job postings and selection criteria as well as processes (Shen et al., 2017). It is likely that a lot of biases, noise, and potential discrimination prevent the regulation on fair access to public service jobs from being effectively implemented. Additionally, the selection of public employees is supposed to reflect representativeness, legitimacy, and trust in public organizations. Bureaucracy is still dominant in public service recruitment and selection creating a clear blind spot (Inos & Riesch, 2020). Public employees do not sufficiently represent the societies they serve (Johnston et al., 2023; OECD, 2021). All

of this makes hiring, recruitment and selection, an urgent issue for public organizations (Fowler & Birdsall, 2020).

Since the turn of the 21st century, there have been emerging global initiatives fair recruitment and selection including the United Nations Millennium Declaration (Alrawashdeh & Allouzi, 2019) and the subsequent Sustainable Development Goals (Kumar, Kumar & Vivekadhish, 2016) where fairness in recruitment and selection is highlighted as a key priority. The significance of gender goals in these programs is to provide the foundation upon which country and organizational plans are built and in turn set a minimum standard for gender equality worldwide and ensure women's full participation in leadership at all levels (Vyas-Doorgapersad, 2017). Across Africa, women and men often experience different opportunities, conditions and privileges; they earn different wages, do not have the same access to education and are not always equal before the law (Africa development bank, 2015). Omoyibo and Ajayi (2016), state that the awareness of the importance of gender in the development agenda has grown considerably in many African societies. There is mounting interest to address gender inequality as a means of leveling the platform for development. This is due to the fact that equal opportunities and access to economic activities plays a vital role in development. Various governments in Africa have developed policies and shown commitment to gender mainstreaming as a tool for achieving economic reform. Durojaye and Okeke (2017) state that at a regional level, attempts made to address gender inequality and improve the status of women include the Dakar Declaration of 2002, the Solemn Declaration on Gender of 2004 and the African Union's 2005 Protocol to the African Charter on the Rights of Women.

It is in this context that the principal of Affirmative Action for women's representation in all decision making positions and other structures and processes was stipulated in the

Constitution of Kenya, 2010, and recognized globally becomes an important strategy in mainstreaming the women's agenda in the decision making structures and processes. Kenya signed and ratified CEDAW in 1984; the BPFA in 1995; and is committed to MDGs (2000); the resolution of the African Union Summit (September 2004) on employment creation and poverty alleviation; Convention of the Rights of Children (CRC) 1989; United Nations Declaration on Violence Against Women(1993); International Conference on Population and Development(ICPD)1994; Nairobi Forward Looking Strategies for the Advancement of Women (NFLS)-1985;and NEPAD-Peer review mechanisms, African Union(AU) and the East African Community(EAC) Partnership Treaty; among others. In addition, Kenya has ratified two core labor standards of the ILO: Convention number 100 on equal pay for work of equal value and Convention number 111 on Discrimination. The commitment of the Government of Kenya to mainstream gender in national development for equitable growth and poverty reduction is evidenced by the establishment of different national machineries with different but complementary roles (Government of Kenya, 2008).

1.1.1 Recruitment and Selection at County Government of Kwale

Kwale County is one of the six Counties in the coastal region. It borders Taita Taveta County to the North West, Kilifi County to the North East, Taita Taveta and Kilifi to the North, Mombasa County and Indian Ocean to the East and United Republic of Tanzania to the South (CIDP, 2018). The total population of Kwale County is projected to be 713,488 persons in 2017 comprising of 346,898 males and 366,589 females. This is a 9.8 per cent increase from 649,931 in 2009. The county population growth rate was at 3.1 per cent, and the sex ratio is 95 males per 100 females as at 2010. Under the Constitution of Kenya that was promulgated in 2010, at least 30% of either gender

should be presented in all decision making organs. In Kwale county gender equality is still a challenge (CIDP, 2018).

Due to high illiteracy rate among women, most of them were not adequately represented not only in decision making processes but also in other social and economic development spheres. Women were under-represented in property ownership, education, political leadership and in most decision making organs. This situation was the outcome of the interplay of a myriad of factors that ranged from discriminatory property ownership laws and practices to deep-seated cultural biases that consigned the female gender to subordinate status in the local communities. As it stands, this situation featured underutilization and miss-utilization of productive potential; it hindered the full realization of women's human capacities and fuels unnecessary social frictions which further compromise the entire system's performance (CIDP, 2018).

1.2 Statement of the Problem

Despite women's tremendous accomplishments in education and the workplace over the last few decades, men still outnumber women in leadership roles, and employment opportunities particularly at the top (Mwangi & Kimani, 2023). These gender gaps exist notwithstanding evidence that women's equal participation in leadership and decision-making is key in advancing other elements of gender equality, including increased access to services and influencing policymaking on gender norms. A study by IDinsight in Ethiopia, India, Kenya, and Nigeria to understand factors contributing to the underrepresentation of women in leadership roles in economics and financial services. Insights from 21% of women, 25% of whom work in finance and 18% in economics, indicate that gender bias and stereotypes are among the most significant barriers to women's advancement into leadership (Idinsight, 2022). Women said feel they must work harder than their male counterparts to be seen considered for promotions at their

workplace. While the burden of gender bias and stereotypes disproportionately affects women, it can also be a barrier for men and shows the need for more inclusive and flexible policies that support both men and women (Pyke, 2013).

Studies have been conducted locally and in the global scene to study recruitment and selection. Muchira (2015) delved into recruitment and selection on gender equity in the ministry of agriculture, livestock and fisheries in Kirinyaga County, Kenya. The study applied the descriptive research design and the findings revealed that the ministry ensured fair recruitment and selection and put gender equity at the forefront (36%) although very little has been done to enhance gender awareness as gender balance awareness trainings were lacking.

Kanjere and Rachidi (2019) tackled the interrogative approach to gender mainstreaming as a vehicle to women development in Africa. They discovered that the responsibility for translating gender mainstreaming into practice lied with all the people concerned. Addressing gender inequality goes beyond merely enacting laws and adopting policies. This is because gender issues was crucial to the achievement of organizational as well as national imperatives.

Situations which undermined the governments' efforts and commitments to transformation were to be effectively addressed. Gender mainstreaming was to be driven from the top level of governance and filter down to all spheres and levels of government. Women and men needed to be equally consulted when planning for various programs has to be done.

Therefore, it is apparent that women faced challenges when in employment as the community associated women with household chores and family life. This is further affirmed by the hurdles which have made it difficult to achieve the two thirds gender

rule in leadership positions and roles as ascribed in the 2010 constitution (Oduori, 2019). Presently there is considerable gender bias in decision making in favour of men. Though women have demonstrated commendable leadership qualities in community, informal organization and public offices, they remained under represented in county positions. This study sought to address this issue when the researcher assessed the impact Gender Mainstreaming had on employee recruitment and selection processes in Kwale County Government.

1.3 Objectives of the Study

The study objectives were classified into: general objective and specific objectives.

1.3.1 General Objective

The main objective of this study was to assess the effect of gender mainstreaming on employee recruitment and selection processes in County Government of Kwale.

1.3.2 Specific Objectives

The specific objectives of the study were;

- i. To establish the effect of gender equality on employee recruitment and selection process in County Government of Kwale.
- ii. To investigate the effect of gender equity on employee recruitment and selection process in County Government of Kwale.
- iii. To determine the effect of gender empowerment efforts on employee recruitment and selection process in County Government of Kwale.
- iv. To determine the effect of gender audit on employee recruitment and selection process in County Government of Kwale

1.3.3 Research Hypotheses

H₀₁: Gender equality has no significant effect on recruitment and selection processes in County Government of Kwale

H₀₂: Gender equity has no significant effect on recruitment and selection processes in County Government of Kwale

H₀₃: Gender empowerment has no significant effect on recruitment and selection processes in County Government of Kwale

H₀₄: Gender audit has no significant effect on recruitment and selection processes in County Government of Kwale

1.4 Significance of the Study

The findings of this study were to provide more reliable in-depth understanding of gender mainstreaming and employee recruitment and selection which was to enable policy makers and more so the county government of Kwale who were involved in making the necessary policies to necessitate gender equality and equity by empowering the community. Such policies were to make the county of Kwale conducive to current and new investors.

The recommendations of this study if implemented were also to be useful to the community as it were to open their minds and allow them to seize any new opportunities that were to be availed by the county of Kwale. The management of the county government and other leaders in Kwale county and the country in general were also to benefit from this study as it was to aid their understanding on gender mainstreaming and employee recruitment and selection.

Through this study, the researcher was able to share a deeper and wider understanding on the effect of gender mainstreaming on employee recruitment and selection.; hence,

gained more knowledge in an area. To other researchers and scholars, this study was to provide them with empirical literature to build further on their studies in related subjects.

1.5 Scope of the Study

The study was to seek to assess the impact of gender mainstreaming in the employee recruitment and selection processes in the County Government of Kwale. The study was to target all employees in the County Government of Kwale, according to the Human Resources department, there were 193 employees who are directly involved in the recruitment and selection process specifically the middle and top level management. The choice of Kwale County was informed by the fact that Kwale County is still backward in breaking cultural stereotypes and norms. The role of taking care of farms and house chores still largely remains with women as men go out to seek employment opportunities. However, this is changing with increased empowerment opportunities, thanks to the recent election of a woman governor. Gender mainstreaming efforts will result to a higher and fair recruitment and selection of both genders. The study employed use of primary data. Data was analyzed using descriptive and inferential statistics. Analyzed data was presented using tables.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter consisted of literature review. It covered a review of the concepts, the theoretical framework, empirical review, and critique of existing literature, research gaps, conceptual

2.1 Concept of Recruitment and Selection

The human resource management activities are considered one of the most important activities that have an impact on companies and among these activities we reviewed in our review those related to recruitment and selection. The recruitment process aims to provide the best elements with excellent backgrounds and qualifications. The importance of the recruitment process to the Human Resources Department is to prevent hiring the wrong person, who may cost the organization very much. Away from the salaries and incentives offered, the process of employing an inappropriate and effective component may cost larger losses based on the decisions and activities wrongly practiced. Therefore, this process is one of the most important processes for managing human resources and for the company as a whole. Whereas, the selection process is the process that aims to select the best and most suitable candidate for the job taking into consideration the conditions necessary in this process and adopting the principle of justice, equality and equal opportunities for all candidates, and that selection be made on the basis of merit there must be a type of control when selecting employees (Nikolaou, 2021).

2.1.1 Concept of Recruitment

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization (Biswas, 2017). Stonner, Freeman and Gilbert

(2020) stated that the purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need. Recruitment according to Nzuve (2017) refers to the discovery and development of the sources of required personnel so that sufficient number of candidates will always be available for employment in the organization. The purpose of recruitment is to seek out or explore, to evaluate, to induce and to obtain commitment from the prospective employees so as to fill up positions required for successful operation and organization. Raghavi and Gopinathan (2018) define it as the process of creating a group of qualified candidates for vacancies within organizations. In both formal and informal sectors employment will include an attempt to identify a diverse group of applicants with the necessary qualifications and capabilities, and inform them of available job opportunities. There are various methods of recruitment but for the sake of simplicity, they have been categorized under two broad headings (Kumari, 2018).

The recruitment process entails examining the necessities of work, drawing employees to the occupation, screening and selecting candidates, contracting and coordinating the new employee to the association (Khan & Abdullah, 2019). Anwar (2017) argues that the organizations are able to gauge whether an individual currently working for the company fits the job and new roles through assessment and job analysis to inform retention or hiring a new staff. The recruitment function is performed by the HR department and is the first step towards making quality and strategic competitive advantage for the company. It involves a systematic procedure sourcing candidates to conducting interviews and consumes significant resources and time (Anwar, 2016).

According to Abdulla et al., (2017), the traditional recruitment process begins with job description and job specification. The job description outlines the work responsibilities of the job at hand while the job specification specifies the experience needed from the

applicant in order to perform the work (Anwar & Balcioglu, 2016). The traditional recruitment process entails four stages as proposed by Abdullah & Abdul (2015) namely position clarification to be filled, update of description and job specification, identifying possible sources of qualified candidates and selection of most appropriate ways to communicate. In the first stage the vacant position is declared to understand the type of employee needed which informs the updating of job description and job specification (Hameed & Anwar, 2018). The job description phase describes the vacant position to the applicants while the job specification describes the experience the person should have in order to execute the job (Damit et al., 2019). Identifying possible sources of qualified candidates entails making a shortlist, filtering the shortlisted and identifying the worthy applicant to refill the position (Anwar & Ghafoor, 2017). The final step is selection of the most appropriate way to communicate where the candidate is made to confident and comfortable (Top & Ali, 2021)

Recruitment practices can either be internal or external. Internal recruitment is for those people who are already working in the organization; the HR people publish the circular on notice board and online portal to invite the deserving employees to participate in the interview where it is also an opportunity for them to upgrade their position level and develop their career growth. In this case, employees refer their resume personally and sometimes by their internal communication portal. This process however, may not be followed in all companies and organizations, for example in the study (Rahman, 2016).

External recruitment is the evaluation of open pool of job candidates, other than existing staff to check whether there is enough talent to fill the set requirements and to perform in the existing employment opportunities. It is the way of looking outside of the existing employee pool to fill job positions in a company. A well-reputed company takes a decision that is going to favour their needs in every single manner. And in one of the

decisions like hiring a new candidate for the post offered. Most of the time a reputed and successful company comes to a situation where they identify the need for the company and they go with an external recruitment process, where a new candidate will be hired for the post outside the company (Nikolaou, 2021).

2.1.2 Concept of Selection

Selection is the process of evaluating and interviewing candidates for a particular job and selecting the right person for the right position (Abdullah & Abdul Rahman 2015).

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate.

It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires (Kumari, 2017). Stoilkovska et al. (2015) knows the process of selecting qualified individuals to fill vacancies in the organization. In other words, the organization will not have much chance of success if it fails to choose the people with the necessary qualifications because the main goal is to hire the best person and it is a fundamental principle in equal employment opportunities laws.

Omisore (2016) define selection as the process of choosing from the group of applicants who will be appointed by the institution based on specific regulatory requirements.

Yaseen (2015) explained it as end result of a constructive recruitment is having suitable competent candidates from the pool of people. Next step is selecting the most productive and suitable person according to the requirements of the job vacancy it can be done by assessing the candidates by various tools or measures and making a rational choice or decision followed by an offer of employment.

Selection process entails a series of steps to be followed to inform the picking of a suitable employee for the vacant position (Anwar & Abd, Zebari, 2015). This procedure

commences after recruitment and clusters the applicants into two categories i.e. those who will be offered the job and those who won't. It is important to have an intense and elaborate determination process in that the right kind of applicant can be chosen and unqualified candidate rejected. The recruitment process may vary from organizations or department to department even within the same organization (Anwar, 2017) since every department or association plans its selection according to its own needs.

Whereas some organizations emphasize on interviews as the main selection criteria, others may give consideration to other checks or tests (Anwar, 2016). Additionally, a single selection interview may be considered for lower-level positions while applicants for managerial jobs may be subjected to multi-stage interviews by a number of experts (Ali, 2014). The selection process steps include reception of resume and application, C.V screening, where some are rejected while others proceed to next step such as writing test, interview, background and reference check, waiting list of desirable applicants, final selection, placement and medical and physical examination (Abdullah, et al, 2017)

2.2 The Concept of Gender Mainstreaming

Some of the important concepts in gender mainstreaming included the following.

2.2.1 Concept of Gender Equity

The concept of gender needs to be understood clearly as a cross-cutting socio-cultural variable. It is an overarching variable in the sense that gender can also be applied to all other cross-cutting variables such as race, class, age, ethnic group, etc. Gender systems are established in different socio-cultural contexts which determine what is expected, allowed and valued in a woman/man and girl/boy in these specific contexts. Gender roles are learned through socialization processes; they are not fixed but are changeable.

Gender systems are institutionalized through education systems, political and economic systems, legislation, and culture and traditions. In utilizing a gender approach the focus is not on individual women and men but on the system which determines gender roles / responsibilities, access to and control over resources, and decision-making potentials. It is also important to emphasize that the concept of gender is not interchangeable with women (Staudt, 2017).

The living conditions for women in some African countries still have to be improved. Most women were employed in the low paying jobs, had little access to business opportunities, and for those who were in the formal sector, few of them occupied senior positions due to the glass ceiling syndrome (Omoyibo & Ajayi, 2016). The Organization for Economic Co-operation and Development, (2017) stated that weak conditions of women in Africa hindered them to participate fully in political and economic activities. Furthermore, (UNESCO) United Nations Educational Scientific and Cultural Organization (2017) suggested that the weak status of women in the formal economy was attributed to insufficient education and low access to health. Today, the world and its culture have significantly improved. Over sexism is no longer tolerated at work place, during interviews or consideration for promotion as there are legal safeguards that protect women from discrimination at workplace (Muchira, 2015). Despite this improved environment, a negligible number of women get promoted to highest ranks in leadership whether in universities, research institutes and industry (Saida & Wario, 2014). As recent as 2009, less than 10% of women occupied senior professional categories in science and engineering (EHRC, 2014)

Academic researches carried out on Gender Mainstreaming and Recruitment and selection in Non-Profit making Organizations in Kenya are limited. Ogato (2018) studied the quest for gender equality and women's empowerment in least developed

countries: Policy and strategy implications for achieving millennium development goals in Ethiopia. He found that the Ethiopian government has been making significant efforts in empowering women in decision-making processes. The establishment of Women's Affairs Office and issuance of a Policy on Ethiopian Women could be mentioned as an important milestone for commitment of the current regime towards the realization of gender issues and mitigation measures of the Women's Affairs Office and issuance of a National which entitled and ensured a woman's rights to property, employment and a pension

Gender refers to both women and men, and the relations between them. Promotion of gender equality should concern and engage men as well as women. In recent years there has been a much stronger direct focus on men in research on gender perspectives. There are three main approaches taken in the increased focus on men. Firstly, the need to identify men as allies for gender equality and involve them more actively in this work. Secondly, the recognition that gender equality is not possible unless men change their attitudes and behaviour in many areas, for example in relation to reproductive rights and health. And thirdly, that gender systems in place in many contexts are negative for men as well as for women – creating unrealistic demands on men and requiring men to behave in narrowly defined ways. A considerable amount of interesting research is being undertaken, by both women and men, on male identities and masculinity. The increased focus on men will have significant impact on future strategies for working with gender perspectives in development (Guzura, 2017).

2.2.2 Concept of Gender Equality

Gender equality is the preferred terminology within the United Nations, rather than gender equity. Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the

detriment to women. Such use of equity in relation to the advancement of women is unacceptable. During the Beijing conference in 1995 it was agreed that the term equality would be utilized. Gender Equality means that the rights, responsibilities and opportunities of individuals will not depend on whether they are born male or female. Equality does not mean “the same as” – promotion of gender equality does not mean that women and men will become the same. Equality between women and men has both a quantitative and a qualitative aspect. The quantitative aspect refers to the desire to achieve equitable representation of women – increasing balance and parity, while the qualitative aspect refers to achieving equitable influence on establishing development priorities and outcomes for women and men (Wenham et al., 2020).

Equality involves ensuring that the perceptions, interests, needs and priorities of women and men (which can be very different because of the differing roles and responsibilities of women and men) will be given equal weight in planning and decision-making. There is a dual rationale for promoting gender equality. Firstly, that equality between women and men – equal rights, opportunities and responsibilities - is a matter of human rights and social justice. And secondly, that greater equality between women and men is also a precondition for (and effective indicator of) sustainable people-centred development. The perceptions, interests, needs and priorities of both women and men must be taken into consideration not only as a matter of social justice but because they are necessary to enrich development processes (Staudt, 2017).

2.2.3 Concept of Women Empowerment

The empowerment of women concerns women gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and

inequality. The process of empowerment is as important as the goal. Empowerment comes from within; women empower themselves. Inputs to promote the empowerment of women should facilitate women's articulation of their needs and priorities and a more active role in promoting these interests and needs (Guzura, 2017).

Empowerment of women cannot be achieved in a vacuum; men must be brought along in the process of change. Empowerment should not be seen as a zero-sum game where gains for women automatically imply losses for men. Increasing women's power in empowerment strategies does not refer to power over, or controlling forms of power, but rather to alternative forms of power: power to; power with and power from within which focus on utilizing individual and collective strengths to work towards common goals without coercion or domination (Wenham et al., 2020).

2.3.4 Concept of Gender Audit

A Gender Audit is an assessment process by which the gender equality state-of-art at an organization is analysed and the main gender biases are identified (Halvorsen, 2019).

A gender audit would pay attention to different issues such as: the status of gender equality in their policy and decision-making structures, organizational culture and processes as well as to gather staff's perceptions, understanding and behaviours towards the issue. Also evaluates to what extent the gender perspective is integrated into the policy and programs and in the management of work and staff's wellbeing. After all, the Gender Audit will provide the picture of the present situation from a gender perspective.

Gender audit ensures the continued effective monitoring of integrated programs geared towards advocacy and social justice for women (Conteh, 2017). Gender audits across various jurisdictions include universal facets of societal structures are the universal

discourse on organizational embedding in public institutions (Anderson-Gough Grey & Robson, 2005). In their research on gender and counsellor professionalism development. Hays and Healey (2012) found gender differences in professional identity development among women and men. This adds to previous studies indicating that some constructs of professional identity development in relation to a specific field of work can lead to gender inequality. For example, the time requirement factor, life obligations and ability to balance personal and professional life pose a threat of role conflict to women (Healey & Hays, 2012). In the academic sector, there is an urgent need for gender audit in the faculty positions. The faculty salaries between the period 2012-2013 for men were found to be higher than those of women in all ranks of public institutions of higher education (Lee, 2014)

Moser (2005) proposes the steps of conducting gender audit which include; understand the organization's current practices and situation from a gender perspective, identifying gaps and strong points; gather qualitative and quantitative data, that will then analyse; create the baseline in which the design of the Gender Equality Plan will be based on and create a common awareness background and understanding in the organization. As this will help on the future implementation of the Gender Equality Plan.

A gender audit considers, normally in a participatory manner, whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other, and whether they are being followed. It establishes a baseline, identifies critical gaps and challenges, and recommends ways of addressing them, suggesting possible improvements and innovations. It also documents good practices towards the achievement of gender equality, enhancing the collective capacity of the organization to examine its activities from a gender perspective and identify strengths and weaknesses in promoting gender equality issues framework and a summary

2.3 Theoretical Framework

Theoretical framework is an examination of the existing theories in connection to the research objectives. The study will be anchored on the human capital theory, socialist feminist theory, gender role ideology theory and theory of liberal feminism. The main anchoring theory is the human capital theory since it emphasizes on the need to create capabilities and competencies which may be realized through various gender mainstreaming efforts to ensure fair recruitment and selection.

2.3.1 Human Capital Theory

The human capital theory by Brundell et al, (1999) asserts that people possess a wide range of competencies, abilities and personalities that can be tapped into to dictate human capital in the organization. The theory asserts that investments intended to be valorized in the labour market by earning good jobs which imply those accruing high wages and good working conditions) The theory offers a coherent vision of training and educational paths as a set of rational decisions made by individuals so as to improve their productivities which allow seamless transition into the labour market (Giret, 2000). Most studies in Africa reveal that the lack of human capital increases the vulnerability of marginalized people in the labour market. Moreover, those with lower academic qualifications are often lack employment opportunities due to little accumulated human capital (Word Bank, 2009; Antoine et al., 2001).

The human capital theory argues that the firm's employees are the most valuable organizational assets. It asserts that the recruitment and selection processes should be skewed towards identifying and acquiring candidates with valuable knowledge and skills (Pabna et al., 2013). The emergence of the knowledge-based economy has seen firms emphasize more on scarce resources and knowledge so as to increase organization, organizational effectiveness and competitive advantage, (Debrulle &

Maes, 2014). Knowledge, skills, and abilities are considered as an invisible asset for the sustainability of the organization (Wright et al., 2001). Continuous training and education as well as fast paced technologies global for maintaining the organization's competitiveness. The workforce must be upgraded to retain a high standard of living knowledge, skill building through training.

Individuals in the global labor market bring different levels of education, skill, knowledge abilities to the workplace. McConnell et al. (2009) argues that "a more educated, better-trained person is capable of supplying a larger amount of useful productive effort than one with less education and training". The contribution of human capital theory is largely embraced in order to increase firm performance, so a firm relies on employees' skill, knowledge, ability as a major concept of value creation

2.3.2 Socialist Feminist Theory

Socialist Feminist theory as advanced by Fraser (1968) looks at the role of capitalism, gender and patriarchy in the oppression of women. Fraser postulates that, in a capitalist society, a minority of people (the capitalist class) own all means of production. The great majority must work out of sheer necessity under conditions set by the capitalist, for wages. At the same time, in such society, there exists some degree of inequality between the sexes, subjugation of women to male authority in the family and community in general. In this patriarchal system, women are objectified as form of property, and there is a sexual division of labor in which they concentrate on activities like child care and certain forms of productive labor (Fraser, 1968). Patriarchy is essential for the preservation of the capitalist system of production. In a capitalist patriarchal society, men form the ruling class controlling all means of production. Women, on the other hand, are excluded by economics and tradition from participating in public social production and are confined to private domestic labor (Ibid).

Proponents of socialist feminist theory argue that class and women's subordination were of equal importance and had to be challenged simultaneously. Their aim was to revise Marxism so as to challenge both male dominance and capitalism. Socialist feminists insisted on the equal importance of the reproduction of children and the production of commodities. Mitchell (1983) argues that there are four interlocking structures to be considered in women's subordination. These are production, reproduction, sexuality and child rearing. Further, she argues that to understand and abolish women subordination, it is essential to examine the process by which gender characteristics are defined and gender equality constructed.

Socialist feminist theory advocates for a holistic approach to the analysis of the woman's situation. In making the recommendation, she examines three areas of concern. These areas of concern are the psychosocial, socio-biological and socio-political. The psychosocial concerns focus on the processes of acquiring masculine and feminine identities. The socio-biological concerns focus not on whether there are biological, psychological or physiological differences between women and men, but on why differences result in a higher value being placed on what men do. The socio-political concerns focus on how subjectivity, or the way people feel about themselves as members of a particular race or class, contribute to the structuring of gender equality, as well as how gender contributes to the structuring of the political and the economic system. The concern here is the promotion of policies that are aimed at eliminating discrimination of women in community participation.

2.3.3 Gender Role Ideology Theory

Peterson and Runyan's (1993) theory concurs with Bem's (1993) theory "Lenses of Gender". Bem (1993:3) developed three concepts. The first lens is androcentrism (male-centeredness); it defines males and male experience as a standard or norm and

females and female experience as a deviation from that norm (Bem, 1993:41). The second lens, gender polarization, superimposes male-female differences on virtually every aspect of human experience, from mode of dressing and social roles to ways of expressing emotion and sexual desire (Bem, 1993:4). The third lens, biological essentialism, rationalizes and legitimizes the other two lenses by treating them as the inevitable consequences of the intrinsic biological natures of women and men (Bem, 1993).

Oduyoye (2001) concurs that we are born male and female but we become who we are according to cultural socialization. This kind of socialization is continued and becomes reinforced in the society during the various programmes and group's formation and in particular in church and other religious gatherings. This lens is portrayed in the women's struggle to access administrative leadership. The concept of gender polarization seems to encourage, the roles of men and women as distinct in the job, with the men in administrative positions and women in service giving roles.

The gender role ideology theory has been used in assessing the working time and roles amongst European families (Emerek, 2019), engendering of poverty analysis in developing regions with specific focus on feminization of poverty (Chant, 2003) and in evaluating gender mainstreaming within the UNDP work environment (UNDP, 2006). Although the gender role ideology theory recognizes that the society views all activities that are carried out to be based on social roles and interactions of men and women and further that the society seems to have ultimate authority on the precise nature of what women and men actually do, and their real contribution to production and reproduction which turns out to be prejudiced against women, the theory does not suggest what should be done to overcome the gender disparity and to ensure that the experiences of women in the society are the same as those of their male counterparts.

2.3.4 Theory of Liberal Feminism

This theory was founded by John Stuart Mill (1806-1873), when he advocated for equal access and equal rights among men and women. The liberal feminist theory advocates for strategies and policies such as the political will, amendments of law to ensure equal rights and rule of law, affirmative action. These are inclined to address the barriers. The theory emphasizes on the need for equal access to opportunities for women and men, it is concerned merit-based access to opportunities and resources rather than equality of outcomes. It rejects bias based on sex (Wolff, 2007).

2.4 Empirical Review

This section provided studies with the empirical findings methodologies, conclusions and summary related to gender mainstreaming and recruitment and selection.

2.4.1 Gender Equity and Recruitment and Selection

Waterhouse and Sever (2005) posit that Gender Mainstreaming (GM) has become a fashionable term to signify gender equality and equity. It has also become a major strategy for development practitioners to promote gender equality. But, it should be noted that gender equality; that is, treating women and men the same way differs from gender equity. Equity explains the difference in control and access over resources by men and women, and the resultant differences in socioeconomic and life experiences. Mismanaged workforce diversity may lead to a dissatisfied workforce and low productivity in an organization (Kinyanjui, 2017). This is because when employees feel that they are being discriminated based on their gender, social class, sexual orientation, ethnicity they tend to engage in disruptive activities that may hamper deliverance of key strategic objectives.

Saint-Michel (2018) researched on leader gender stereotypes and transformational leadership. Gender stereotypes denote norms about behaviors that are suitable for men and women. Women are required to exhibit community behaviors such as being sensitive and service oriented, and not to exhibit agency behaviors such as being assertive and accomplishment-oriented, which are related with men. Improved significance of the concept of group orientation in transformative leadership behaviors, particularly social behaviors (e.g. affectionate, attentive to others' needs) are correlated with transformative behaviors. Women are expected to show group values as women expect certain qualities in accordance with their gender role. Followers will perceive female leaders who self-describe as having communal attributes as displaying more transformative behavior than male leaders, as they play a key role in fulfilling social expectations about their gender role.

Ogato (2018) studied the quest for gender equality and women's empowerment in least developed countries: Policy and strategy implications for achieving millennium development goals in Ethiopia. The research findings were that gender equality and women's empowerment were at the hub of sustainable development efforts in least developed countries. In other words, without gender equality and women's empowerment policy measures it is hardly possible for least developed countries like Ethiopia to realize poverty reduction goals, millennium development targets and sustainable development objectives. Moreover, economic, legal, social, and political empowerment policy measures are all equally important to deal with the existing gender inequalities and low status of women in least developed countries and Ethiopia.

Martin and Bernard (2018) initiated a study on the experiences of women in male dominated occupations. The purpose of the research was to clarify the challenges faced by women in male dominated environment and the coping strategies that the women

had developed. The main findings were that organizations are structured in such a way that they do not always support women's career patterns and their need to integrate work with family responsibilities. Organizations did not have policies or practices that aimed at improving the integration and accommodation of women in the workplace. Most policies benefitted the male employees. Formal and covert organizational practices upheld gender discrimination. Therefore, as the result of the above mentioned findings and other factors, women developed aggressive male behaviors so that they could cope in their work environment. The researchers believe that organizations need to legitimize women's characteristics, natural behaviors and values.

Borrenbergs, Vieira and Georgakopoulos (2017) researched on remuneration committees' gender composition as a determinant of executive board compensation structure. The findings of the study indicate that the presence of a female in the remuneration committee negatively impacts the relative weight of the annual bonus in compensation contracts of top executives. Furthermore, in terms of wages, domestic obligations impact both men and women. Men and women with the most time-consuming household obligations tend to receive similar wages indicating that there is a link between housework and pay difference. Notably, women undertake more housework across the whole sample than men, and housework demands do not affect women and men in the same way. Where women work less hours, there is a comparative increase in their household obligation. However, men do not vary their housework hours in relation to hours worked, and their contribution tends to remain low regardless.

Grund (2015) conducted a study on the gender pay gap among highly educated professionals. The study findings indicate that there are meaningful male female wage differences for homogenous groups of people that work in one specific industry particularly in those employees who have higher experience in their positions. Most

women in the labor market prefer to self-select for lower pay, part-time and/or flexible positions or drop out of the job market due to household work and other obligations. Part-time work provides flexibility but often at the cost of lower hourly pay, decreased access to social security and diminished opportunities for long-term career development. Most women face a "motherhood penalty" that can be quantified as well as a disparity in earnings between women with and without children. This penalty results from attempts to balance responsibilities relating to work and family.

Cebrián and Moreno (2015) researched on how gender differences in career interruptions affect the gender wage gap in Spain. The findings of the study reveal that career interruptions negatively impact the wages of both men and women. Lower proportions of women in managerial and leadership roles continue to perpetuate pay and career advancement obstacles, as managers typically promote those who match criteria that is similar to their own profiles. This prevents women from climbing the career ladder in businesses where there is low female representation in leadership positions. Concurrently, men place a higher value on money; have greater self-esteem; believe they control their own destiny; are less risk-averse; more competitive; more self-confident, and more unpleasant than women. Such traits may lead to the pay gap as women are less likely to opt for jobs with pay for performance as they are less exposed to competitive environments and this may diminish their ability to overcome the wage structures that they already operate within. Additionally, women are less likely than men to negotiate for themselves.

2.4.2 Gender Equality on Recruitment and Selection

Gender equality means the full and equal enjoyment of rights, freedoms and equal access to resources, opportunities and outcomes, by women, men, girls and boys. Gender equality means an equal visibility, empowerment and participation of both sexes in all

spheres of public and private life (women empowerment and gender equality bill, 2018). Gender equality is not synonymous with sameness, with establishing men, their life style and conditions as the norm. Gender equality means accepting and valuing equally the differences between women and men and the diverse roles they play in society (Council of Europe, 1998). This means taking into account the existing differences among women and men, which are related to class, political opinion, religion, ethnicity, race or sexual orientation. Gender equality means discussing how it is possible to go further, to change the structures in society which contribute to maintaining the unequal power relationships between women and men, and to reach a better balance in the various female and male values and priorities.

Kimani and Kabira (2019) studied influencing national policies towards sustainable food security through gender mainstreaming. Their finding was that the invisibility of women's perspectives in policy formulation and implementation in the development processes has been for a long time a major concern to many stakeholders. Their paper argued for a need to move away from the fallacy that all members of societies will benefit from economic policies and economic growth without planning. This is important in all sectors and especially in those that women are mostly in access and control as in food security policies. However, the gender mainstreaming agenda must be accompanied by institutional structures, operational procedures and capacity enhancement of policy makers and planners as well as continuous vigilance from women, men and especially those struggling for transformative policy implementation and practices.

Cahyanugroho, Hubeis & Wijayanto (2016) conducted a study on the effect of remuneration on motivation with respect to performance of employees in XYZ Company. The study finds that the lower representation of women at higher levels could

be due to a limited pipeline of female talent and/or barriers preventing the advancement of women. Such obstacles to promotion include discrimination, work-family conflict barriers and diminished interest in high-level positions. Furthermore, the research highlights that, irrespective of the industry, women tend to be working in lower-level positions with a persistent gender gap in higher managerial and leadership ranks. In this regard, occupation is the largest single factor accounting for the gender pay gap with the second being industry. These two factors together contribute to over 50 per cent of the gender wage gap. Notably, many higher-paid white-collar jobs require longer and less flexible hours leading to tension between family and work. Furthermore, in some cases, with all other factors being equal, women are less likely to be promoted whilst in others, women exit at higher rates as a matter of choice.

Florida and Mellander (2016) posit that the disparity between the discrepancy in job pay and the 'normal' pay gap is contingent on the distribution of men and women across the economy. For example, if men concentrated on highly paid occupations and women on poorly paid occupations, and within these men and women received the same pay for doing broadly the same work, then the gap in occupational pay would be zero. As such, the bulk of the general pay gap will arise from occupational segregation rather than from discrimination within them. On the other hand, if men and women each accounted for half of the workforce in each occupation, but women were predominantly in lower-paid, more junior positions, then both the overall and the occupational gap would be large.

Shaikh, Bughio and Kadri (2015) conducted a study on men and women representation in advertisements. The study findings indicate that advertisements play a key role in promoting gender inequality and the patriarchal ideology. As long as women are under-represented in positions of power, obstacles to women's advancement will continue.

Additionally, women who represent a minority within the company are at increased risk of being abused, such as those in non-traditional professions. Diversity thus integrates the unique value of acceptance, tolerance and respect. This means knowing that everyone is special and appreciating the differences between themselves, expressed in terms of race, ethnicity, gender, socio-economic status, age, mental ability, physical ability, social, political ideology, or other thought. Furthermore, diversity has a positive relationship with organizational success, so it's not shocking that a large number of companies are devoting significant financial and human resources to improving and exploiting diversity.

Van den Brink, Benschop and Jansen (2010) carried out a study on transparency in academic recruitment in a bid to unravel gender equality programmes and importance of transparent appointment processes. The findings revealed that transparency was akin to increasing the likelihood of a fairer process and reducing bias. The study further added that firms should emphasize in equality to enhances women's chances of promotion and decreases the chance of gender-related bias.

2.4.3 Women Empowerment on Recruitment and Selection

There are various attempts in the literature to develop a comprehensive understanding of empowerment through breaking the process down into key components. The specific components tend to differ depending on the orientation and agenda of the writer. Kabeer's (2001) understanding of choice comprises three inter-related components: resources, which form the conditions under which choices are made; agency, which is at the heart of the process through which choices are made, and achievements, which are the outcomes of choices. UNICEF uses the Women's Empowerment Framework constructed by Sara Longwe, which encompasses welfare, access to resources, awareness-raising, participation, and control (UNICEF 1994). Chen (1992) describes

resources, perceptions, relationships, and power, as the main components of empowerment, and Batliwala (1994), characterizes empowerment as control over resources and ideology. According to Young (1993), empowerment enables women to take control of their own lives, set their own agenda, organize to help each other and make demands on the state for support and on the society itself for change.

Kanjere and Rachidi, (2019) tackled the interrogative approach to gender mainstreaming as a vehicle to women development in Africa. Their finding was that gender mainstreaming is an important strategy that has been developed in the modern society to advance the interest of women. It is a strategy that if well implemented can yield results in as far as addressing the challenges that women face in their workplace and also in society in general. It should however be well approached so as not to cause gender divisions.

De-Vries and van-den-Brink (2016) identify that gender interventions can be traditional or transformative. Traditional approaches focus on women as individuals and seek to empower through “women-only” training, coaching and mentoring. However, these methods have received significant criticism as they mostly cater to a narrow demographic of women, specifically middle-class white women, and do not inherently seek to improve the organizational gender ecosystem as a whole. On the other, transformative gender approaches, focus on the organization as a unit and employ continuous, disruptive interventions to improve practice, beliefs and culture concurrently. In theory, as transformative interventions include a high degree of stakeholder participation to foster ownership, these approaches provide a promise of greater effectiveness.

Casey et al. (2016) used data that came from an international sample of 392 gender-based violence (GBV) prevention attendees who were males and examined their motivations for involvement in GBV prevention work. While this study is interested in the concept of gender mainstreaming as it relates to precarious manhood, in addressing ways of getting males an inclusive gender mainstreaming formulae motivation for men to get involved in gender equality issues in general is critical. Theory and practice will also need to be bridged.

Jewkes et al. (2015), work showed how in Sweden and South Africa the concept of hegemonic masculinity had been used to inform theoretically-based gender interventions and to ensure that men are brought into broader social efforts to build gender equity. In conclusion, the above literature review has demonstrated that the concept of manhood and its related concepts such as hegemonic masculinity and masculinity crisis when related to gender mainstreaming and in particular women empowerment presents grey areas that need research. Linking theory and practice for practitioners in gender mainstreaming to ensure that women are empowered due to traditionally agreed disempowerment of women while other sections of disempowered men are equally taken of is a major challenge.

In China, Nussbaum (2018) has shown the importance of emphasizing on the role of women in development. He argues that, unlike the ancient times when the Chinese culture like any other cultures believed that a woman's role is to build and maintain homely affairs like tasks of fetching water, cooking and rearing children since the turn of the century, the role of women be it in rural or urban China has changed. This is due to a number of issues like growing of industrialization, globalization, and social legislation. With the spread of education and awareness, women have shifted from kitchen to higher level of professional activities like entrepreneurship where over 45%

of ICT projects are traded by women. The ILO (2016) confirms that China has developed to the levels of a super power due to legislatives, policies, cultures and rules that support the role of women in development projects designing, planning and implementation at all levels.

Dittmer (2015) undertook a study on addressing social and structural barriers to female recruitment and proposed interventions such as online communications, recruitment campaigns and initiatives, training programs, and providing potential women candidates with training, information, and resources to assist them throughout the recruitment process with a view to enhance candidate recruitment in both research and practice.

2.4.4 Gender audit and recruitment and selection

A "gender audit" is one aspect of what is referred to as "mainstreaming"- analyzing mainstream public policy, including legislation, regulations, allocations, taxation and social projects, from the point of view of their effect on the status of women in a given society. Gender audits analyze the income and expenditures of the government from a gender perspective. The basic assumption of gender audits is that public policy impacts differently on men and women. The variance stems from the different roles of women and men in the family and from the lower economic status of women. The purpose of gender audits is to lead to changes in public policy that contribute to an increase in gender equality.

A gender audit of government programs designed to reduce unemployment needs to take into consideration the difference in unemployment rates between women and men. If the unemployment rate of women is higher than that of men, this should be taken into account when preparing a program to reduce unemployment. In such a case, if special

efforts are not made to assist women, the existing inequality in the area of unemployment will be perpetuated rather than reduced by the program. Gender audits also take into account the differences between women of various ethnic groups and income levels. In Israel, for example, any program aimed at creating new jobs for women needs to take into account the fact that Arab women in Israel have very limited employment opportunities, and this prevents them from joining the labor market. The fact that Arab women do not usually work outside their own localities needs to be taken into consideration as well. A gender audit of the national budget is not limited to examining the allocations earmarked specifically for women, since such allocations constitute a very small part of the total budget. In Australia, for example, it was found that the total cost of such allocations amounted to less than one percent of the national budget. A gender audit examines all the allocations in the national budget, including those that do not, at first glance, appear relevant to women. A past advisor to the Prime Minister of Australia described one of the goals of gender audits as "to build into each department a clear awareness that everything they do, every dollar they spend, has an impact on women and that impact is very often different for women than for men" Sharp and Broomhill, 1990. At first glance, gender may appear irrelevant to budgeting. All a country's citizens are supposed to benefit from the services provided by the state. However, in practice, there are variations in the number and quality of the services accessible to different sectors of the population. For example, Jewish citizens of Israel receive more and better services than Arab citizens, and Jewish citizens living in the center of the country receive more and better services than those living in peripheral development towns. These phenomena are well known; what is less known is that there are differences in the benefits enjoyed by women and men. Since the national budget mentions neither women nor men, the common assumption is that the monies allocated

benefit both genders to the same degree. However, the fact that the national budget has no reference to gender does not mean that there are no differences in the extent to which women and men benefit from its allocations. Diane Elson, an Oxford-university economist recognized as an international expert on gender audits, describes the situation thusly, as usually presented, there is no particular mention of women in the budget but no particular mention of men either. However, this appearance of gender-neutrality is more accurately described as gender-blindness. The only way to ascertain whether or not the national budget benefits women and men equally is to perform a gender audit. There are a number of international agencies that recommend that governments and NGOs perform gender audit of their budgets, for two reasons. Firstly, as long as the national budget fails to refer to gender, it cannot reflect the state's commitment to work for greater gender equality (assuming that such a commitment exists, following the UN Decade for Women and the Fourth UN World Conference of Women in Beijing, China in 1995). Unless a gender audit is done of the national budget, we cannot answer the question: Is the government doing everything it can to improve the status of women in general and the economic power of women in particular. The second rationale for doing gender audits is that they raise women's awareness of economic issues. Generally, women are less involved than men in economic issues and even tend to avoid them. A gender audit of the state budget aims to raise women's awareness of economic issues in general, and of fiscal issues in particular, and in so doing to entice them to take parting the budget-making process. Our assumption is that women's greater participation in the budget-making process will lead to an increase in the resources allocated to women: that is what happened in Australia during the years that gender audits were carried out as part of the normal process of budget-making

Sharp and Broomhill, 2002. We also surmise that women's participation will lead to a more efficient use of the resources committed to areas relevant to women.

2.5 Critique of Existing Literature

A number of studies conducted on gender mainstreaming include Marinova, Plantenga and Remery (2016) who focused on the role played by gender diversity as far as firm performance in Denmark and Netherlands was concerned. It was shown that gender diversity in the boards is not associated with performance of the firm. Another study conducted in the emerging markets of Europe by Ionascu, Ionascu, Sacarin and Minu (2018) focused on bringing out the role played by having women members on boards as far as financial performance was concerned. The study did note that gender policies are deemed to be financially viable especially for the firms operating in emerging markets. In Kenya, Frosina and Mwaura (2016) focused on analyzing gender mainstreaming in the knowledge society context.

In a nutshell, whilst the gender empowerment narrative continues to be captured in public relations headlines, gender inequalities persist, and organizations remain in need for more practical approaches to enable execution. On the basis of the reviewed studies, most of them strive to link gender mainstreaming with other different concepts like firm performance which creates conceptual gaps. Other studies were conducted in different and developed countries like Denmark and not in Kenya which creates a contextual gap. To fill these gaps, the current study sought to assess the effect of gender mainstreaming on employee recruitment and selection at the County Government of Kwale.

In his research, Haretha (2003) discussed women empowerment, but he had not indicated its impact on the community which might be either positive or negative.

Anytime when one is subjected to such kind of empowerment a transformational change is expected. The research established if such changes, indicators, impact and challenges, but they have not been suggested in his further research. The researches highlighted the plight of women in modern society amidst good gender policies which are never implemented or if implemented never monitored. It is evident from the literatures that people, organizations and governments are concerned with empowering women, as such more information is needed to enable the process run smoothly. Follow-up researches to ascertain if the recommendations are being implemented need to be done and bring to light the challenges as well as the solutions to the challenges faced. More research should also be done in government because women empowerment efforts are evident in Non-Governmental Organizations.

2.6 Research Gaps

Entrenched prejudices and stereotypes against women still have to be addressed in the correct forums if Africa is serious about development. The challenge is with the practical implementation of well documented declarations and policies. This is because normally there are gaps that exist between policy formulation and policy implementation. The transformational purpose of gender mainstreaming is not evident in most public and private organizations. This research sought to fill the gap by assessing the impact Gender Mainstreaming has on employee recruitment and selection processes with Kwale county as a case due to its cultural considerations and if the policies formulated to ensure gender balance are being implemented. The research gaps were as shown in Table 2.1

Table 2.1: Summary of Research Gaps

Author and year	Objective of the study	Findings	Research gaps	Focus of current study
Ogato (2018)	The quest for gender equality and women's empowerment in least developed countries: Ethiopia	Gender equality and women's empowerment were at the hub of sustainable development efforts in least developed countries	The research did not take into account how gender equity influences recruitment and selection	The study sought to investigate effect of gender equity on recruitment and selection
Kimani and Kabira (2019)	Influencing national policies towards sustainable food security through gender mainstreaming	Invisibility of women's perspectives in policy formulation and implementation in the development processes has been for a long time a major concern to many stake holders	The effect of gender mainstreaming on recruitment and selection was not addressed	The study established the effect of gender mainstreaming on recruitment and selection
Kanjere and Rachidi, (2019)	Interrogative approach to gender mainstreaming as a vehicle to women development in Africa	Gender mainstreaming is an important strategy that has been developed in the modern society to advance the interest of women	The study considered gender mainstreaming as a whole without addressing its components	The study operationalized gender mainstreaming in terms of equity, equality and women empowerment
Martin and Bernard (2018)	Experiences of women in male dominated occupations	Organizations are structured in such a way that they do not always support women's career patterns and their need to integrate work with family responsibilities	The study was based on descriptive statistics and therefore lacks generalizability	The study conducted both descriptive and inferential statistics
Cebrián and Moreno (2015)	Gender differences in career interruptions affect the gender wage gap in Spain.	career interruptions negatively impact the wages of both men and women	This study was conducted in Spain which is a developed country and therefore might not be generalized in a developing country	The current study was conducted in Kenya which is a developing country
Current Study	Role of gender mainstreaming on employee recruitment and selection processes in the county government of Kwale			The study enabled the establishment of the importance of gender mainstreaming in recruitment and selection

Source: Author (2022)

2.7 Summary

This chapter looked at the theoretical review, empirical review and conceptual framework. In theoretical framework the researcher looked at the theories that act as the foundation of the study. The empirical review section cites the various relevant empirical studies that have been done on gender mainstreaming. The chapter also showed the research gaps that identified and showed the gaps that needed to be filled; hence the need for this research. In the conceptual framework, the researcher identified both the dependent and independent variable in the study.

2.8 Conceptual Framework

The conceptual framework identified the variables that when put together explained the issue of concern. It was formulated from the reflection of the ideas/concepts. The conceptual framework was therefore the set of broad ideas used to explain the relationship between the independent variables (factors) and the dependent variables (outcomes). Conceptual framework provided the link between the research title, the objectives, the study methodology and the literature review. In this study the conceptual framework was based on four independent variables namely gender equality, gender equity, women empowerment and gender audit and the dependent variable being employee recruitment and selection. The dependent variable of the study was employee recruitment and selection. The independent variables were gender equality, gender equity, women empowerment and gender audit. In this section the conceptual framework was presented in a schematic interpretation as shown in the figure 2.1.

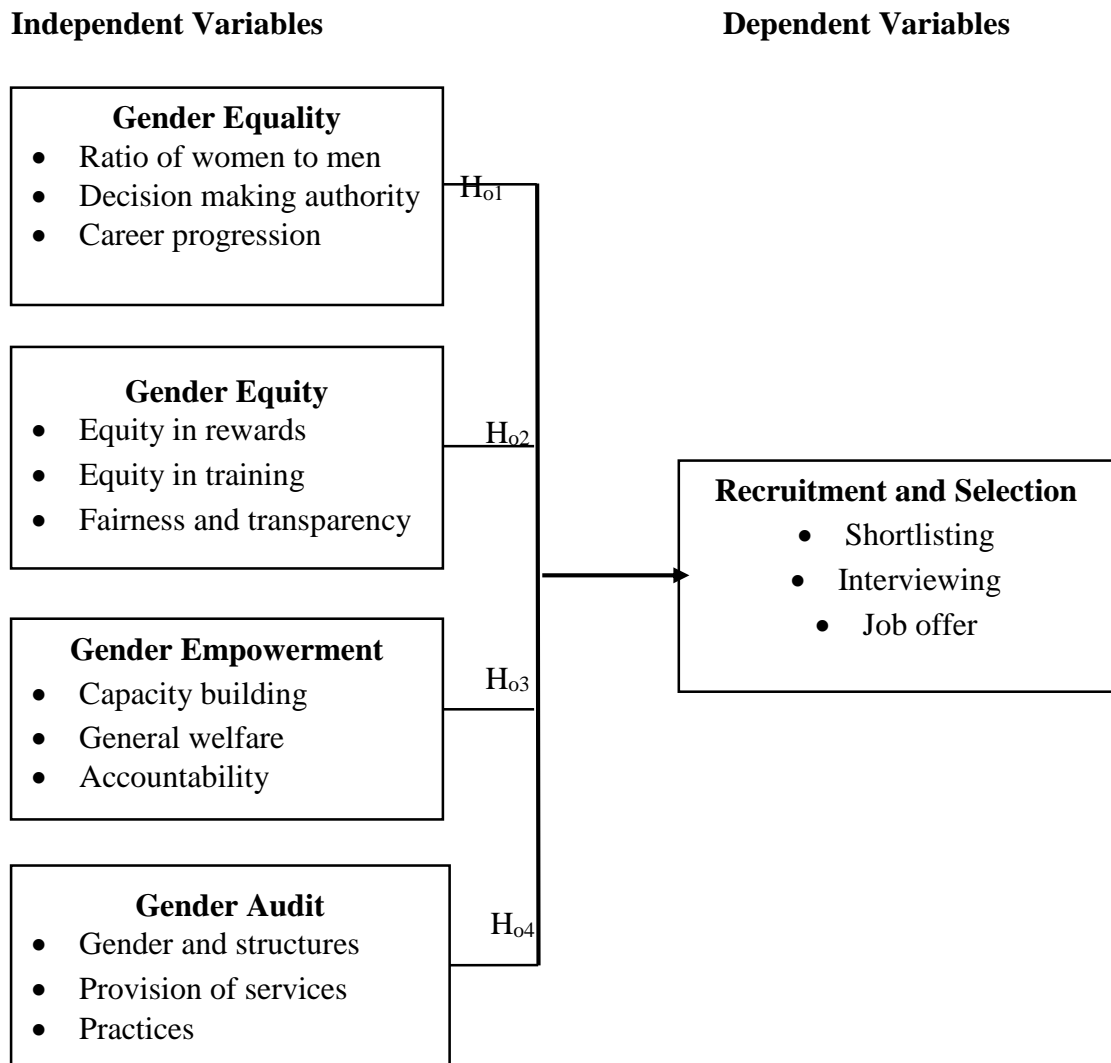


Figure 2.1: Conceptual framework

Source: Researcher, 2022

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter covered the proposed research design, the target population, sample size and sampling procedure, data collection, collection procedure, pilot study, validity and reliability, data analysis, diagnostic tests and ethical considerations.

3.1 Research Design

Research design is the blueprint of how to conduct research which entails theorization of key concepts of the research questions to measure the constructs under investigation (Li & Zhang, 2022). According to Orodho, (2003), research design is a scheme, outline or plan that is used to generate answers to research problems. The design facilitates research to be as efficient as possible in yielding maximum information as it regards the research questions. The study employed the explanatory research design. As evidenced by the name, explanatory research aims to explain the researcher's findings and ideas to expand the theory. Using this research design, the researchers explore the limits and boundaries of a subject in order to present the reader with the results that answer the what, how, and why of the research's central thesis. When conducting the research, the researcher should leave all biases behind and adapt to new data and/or findings.

Researchers and students conduct explanatory research to find the underlying problem or a new angle to a problem. These may not always be readily apparent when initially proposing the research or it was not studied in-depth before (GradesFixer, 2019).

3.2 Study Area

The study was carried out in Kwale County that borders Taita Taveta County to the North West, Kilifi County to the North East, Taita Taveta and Kilifi to the North, Mombasa County and Indian Ocean to the East and United Republic of Tanzania to the South (CIDP, 2018). The study had a target population 193 employees in the County Government of Kwale who were directly involved in the process of recruitment and selection process specifically the middle and top level management also including the Public Service Board.

3.3 Target Population

Banerjee and Chaudhury (2010) defined target population as an entire group about which some information is required to be ascertained. Participants in the general population must share at least a single attribute. They should have a common binding characteristic or trait. Therefore, the target population refers to the entire group of individuals that attract the researcher interests in coming to a conclusion. The target population was 193 employees in the County Government of Kwale from thhe the middle and top-level management also including the Public Service Board. A census was hence conducted since the population size was small. Table 3.1 illustrates population distribution.

Table 3.1: Target Population

No	No of Employees in Middle and Top Level Management per Department	Target Population
		N
1.	Information, Communication and Governance	12
2.	Finance and Economic Planning	15
3.	Agriculture, Livestock development and Fisheries	24
4.	Water, Forestry Development and Natural Resources	17
5.	Health Services	45
6.	Education, Youth Affairs, Culture, Children and Social Services	27
7.	Lands, Housing and Physical Planning	19
8.	Public Works, Roads and Transport	11
9.	Public Service Management	4
10.	Trade, Corporate Development, Tourism and Wildlife	10
11.	Public Service Board	9
12.	Total	193

Source: Kwale County, Human Resource Department (2021)

3.4 Data Types, Collection and Procedures

3.4.1 Types of Data

Primary data is the collection of original data or first-hand information for a specific purpose by a researcher. The main objective of conducting primary research is to learn about something new that can be confirmed by others and to eliminate own biases in the process (Kothari, 2016). The study used primary data to establish the influence of gender mainstreaming on employee recruitment and selection in Kwale County government.

3.4.2 Data Collection Instruments

There are various types of data collection instruments which include questionnaires, interview schedules, and observation forms among others. In this research, the researcher used a structured questionnaire. Marshall & Rossman (2010) points out that, questionnaires are appropriate for studies since they collect information that is not

directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals. The questions in the questionnaire were in a form of a 5-point type Likert scale of 1- Strongly disagree, 2- Disagree, 3- Moderate, 4-Agree, 5- Strongly agree. Likert scale is good in measuring perceptions attitudes and values (Upagade & Shende, 2017).

The questionnaires were standardized to ensure the questions presented were of the same wording and same order to allow the respondents to answer appropriately. The questionnaire contained five sections. Section A of the questionnaire captured the general information of the respondents, section B covered gender equality, section C covered gender equity, section D covered gender empowerment while section E covered employee recruitment and selection in Kwale County.

3.4.3 Data Collection Procedure

The study started by getting authority letter from Moi University and a research permit from NACOSTI. These two letters were attached to the questionnaire and physically administered to the respondents. The main objective of these letters was to increase respondent confidence, response rate and the quality of the responses. Follow ups of the questionnaire were done via phone calls and personal visits where necessary.

3.5 Pilot Study

A pilot is a small scale research projects that collects data from respondents similar to those that will be used in the future survey. Pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample (Cooper & Schindler, 2016). The respondents that participate in the pilot study were not included in the final study. The pilot study was carried out at the County Assembly of Mombasa.

3.5.1 Validity

Validity refers to whether a questionnaire is measuring what it purports to measure (Heale & Twycross, 2015). Validity is the accuracy and meaningfulness of inferences, which are based on the research results. Validity exists if the data measure what they are supposed to measure. It describes validity as the degree of congruence between the explanations of the phenomena and the realities of the world.

This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective, and also ensured that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaire was subjected to thorough scrutiny by supervisors overseeing the study. They were asked to evaluate the statements in the questionnaire for relevance. On the basis of the evaluation, the instrument was adjusted appropriately before subjecting it to the final data collection exercise. Their review comments were used to ensure that content validity was enhanced.

3.5.2 Reliability

Heale & Twycross (2015) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects (Cronbach, 1951).

Cronbach's alpha was used to test the reliability of the measures in the questionnaire (Sekaran & Bougie, 2016). A pilot study was undertaken on 10 percent (9 respondents) of the sample population (Creswell & Creswell, 2017). These respondents were not included in the final study. Creswell and Creswell (2017), Gall, Gall and Borg, (2007); Tavakol and Dennick (2016) suggest that a Cronbach alpha of 0.7 and above indicates that the data is reliable.

3.6 Data Processing, Analysis and Presentation

3.6.1 Data Processing

Data processing is the process of arranging data in a manner that is easy to understand the information in it and use it in making conclusive comments. It is an important stage in research as it allows the transformation of information into credible results that can explain and understand the phenomenon under study. Data processing involved inspecting, cleansing, transforming, editing for accuracy, consistency and completeness then modeling the data to get useful information for decision-making (Cooper & Schindler, 2019).

3.6.2 Data Analysis and Presentation

Data analysis refers to the application of reasoning to understand the data that has been gathered with the aim of determining consistent patterns and summarizing the relevant details revealed in the investigation (Zikmund, Babin, Carr & Griffin, 2010). Ott and Longnecker (2015) define data analysis as a mechanism for reducing and organizing data to produce findings that require interpretation. The quantitative data collected using questionnaire was analyzed using the SPSS software. The statistics generated included both descriptive statistics and inferential statistics. The specific descriptive statistics included frequencies, mean scores and standard deviation. The particular inferential statistic was the multiple regression analysis. Multiple regression models

were also used to determine the influence of the independent variables on the dependent variable. The specific multiple regression model is shown as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

Y = Employee recruitment and selection

X₁ = Gender equality

X₂ = Gender equity

X₃ = Gender empowerment

X₄ = Gender audit

In the model, β_0 = the constant term while the coefficient $\beta_i = 1 \dots 3$ was used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables X₁, X₂ and X₃. The error (ϵ) term capture the unexplained variations in the model. Hypothesis testing was done using p-value. The acceptance/rejection criterion was, if the p-value calculated is less than the p-value critical of 0.05, the study rejects the Ho but if it's greater than 0.05, the study fails to reject the Ho (Sekaran & Bougie, 2016)

3.6.3 Diagnostic Tests

Before conducting multiple regression analysis, diagnostic tests such as normality, linearity, homogeneity of variance and multicollinearity were conducted to test conformity of data with statistical assumptions. Linearity test was done using Pearson's moment correlation coefficient - the expected p-value was less than 0.05 the critical value and vice versa. Co-movement of variables in the same direction indicated correlation of the study variables, and vice versa (Sekaran & Bougie, 2016). The

Kolmogorov-Smirnov statistic was used to assess whether a dataset follows a normal distribution, with a larger statistic indicating a departure from normality. Furthermore, the study used correlation and regression analysis as the main tools of analyzing the relationship between study variables. The study adopted normality white tests to measure if discrepancy of errors is similar in all observation of independent variables; a lack of such consistency was used to mean presence of heteroscedasticity when identical distribution was made. Data is assumed to be normally distributed if the p-values or significance values of the dependent variables are less than 0.05 and vice versa (Creswell & Creswell, 2017)

3.7 Measurement of Variables

Table 3.2 Variable Measurement Matrix

Variable	Variable Type	Measurement/Indicators	Scale
Recruitment and selection	Dependent variable	Shortlisting Interviewing Offer	Five-Likert scale
Gender equality	Independent variable	Ratio of women to men Decision making authority Career progression	Five-Likert scale
Gender equity	Independent variable	Equity in rewards Equity in trainings Fairness and transparency	Five-Likert scale
Gender empowerment	Independent variable	Capacity building General welfare Accountability	Five-Likert scale
Gender audit	Independent variable	Policies and structures Provision of services Practices	Five-Likert scale

Source: Researcher, 2022

3.8 Hypotheses Testing

Table 3.3: Hypotheses

Objective	Null Hypothesis	Type of analysis	Interpretation
To establish the effect of gender equality on employee recruitment and selection process in County Government of Kwale.	Ho ₁ : Gender equality has no significant effect on recruitment and selection in County Government of Kwale	Pearson Correlation Regression Analysis	When the P Value > significance level, we fail to reject H ₀₁
To establish the effect of gender equity on employee recruitment and selection process in County Government of Kwale.	Ho ₂ : Gender equity has no significant effect on recruitment and selection in County Government of Kwale	Pearson Correlation Regression Analysis	When the P Value > significance level, we fail to reject H ₀₂
To establish the effect of gender empowerment on employee recruitment and selection process in County Government of Kwale.	Ho ₃ : Gender empowerment has no significant effect on recruitment and selection in County Government of Kwale	Pearson Correlation Regression Analysis	When the P Value > significance level, we fail to reject H ₀₃
To establish the effect of gender audit on employee recruitment and selection process in County Government of Kwale.	H ₀₄ Gender audit has no significant effect on recruitment and selection in County Government of Kwale	Pearson Correlation Regression Analysis	When the P Value > significance level, we fail to reject H ₀₄

Source: Researcher (2022)

3.9 Ethical Consideration

Ethical considerations relate to the moral standards that the researcher should consider in all research methods at all stages of the research design (Basit, 2018). The literature that was used in this study was cited appropriately to avoid plagiarism. Plagiarism level was checked and report attached to confirm originality of the study. The participants in the study were asked for their consent to take part in the study. Consent letter and Ethical Review Committee form were sought from the university before actual data collection.

Research Permit and authorization were sought from NACOSTI and the management of the office of the auditor general. All participants were requested to give their informed consent before inclusion in the study. All responses were treated confidentially and there was anonymity of responses. There were no study participant's identifiers like names that would link the participant to any data instead study numbers were created and coded information used. Only the study participants and the researcher would have access to the data.

CHAPTER FOUR

FINDINGS

4.1 Introduction

In this chapter, the research results and findings were presented so as to answer the research objectives and hypotheses. The response rate, the demographic characteristics of the respondents presented at the initial sections. Regression analysis was used for hypothesis testing.

4.2 Response Rate

A total of 193 questionnaires were administered to the middle and top level management staff in Kwale county to collect data on gender mainstreaming and Recruitment and Selection in Kwale County. A total of 141 questionnaires were returned and found usable for analysis. This translated to a response rate of 73.06% which is considered sufficient. A response rate of 70% to 80 % is considered sufficient for generalization (Arasa & Achuora, 2020). The non-response was due to respondents who were on leave or busy with other duties outside the office

Table 4.1 Response Rate

Sample size	Responded	Response Rate
193	141	73.06%

4.3 Demographic Results

The study undertook a demographic assessment of the respondents by examining factors such as age, gender, level of education and duration worked for the organization. The findings were as presented in the section below;

4.3.1 Gender

The study sought to establish the gender of the respondents who participated in the study. The results in Table 4.2 below indicate that there are more male employees (58%) than female employees in Kwale County. Nonetheless, the staff composition complies with the one third gender rule as per the Kenyan constitution which is a good indicator of gender equity in the County.

Table 4.2: Gender

	Frequency	Percentage
Male	82	58%
Female	59	42%
Total	141	100%

Source: Research data, 2022

4.3.2 Level of Education

The study sought to evaluate the highest level of education attained by the respondents. It can be deduced from the findings indicated in Table 4.3 below that majority of the respondents had attained university education (40%) followed by those with diploma while others had attained post graduate education (10%). This shows that the employees were enlighten and could relate well with issues regarding gender mainstreaming.

Table 4.3: Education Level

	Frequency	Percentage
Secondary	20	14%
Diploma	51	36%
University	56	40%
Post-graduate	14	10%
Total	141	100%

Source: Research data, 2022

4.3.3. Age

The researcher purposed to understand the distribution of the respondents with respect to age. According to the results demonstrated in Table 4.4 above, majority of the respondents were between 35-50 years (34%) and 22-55 (31%) largely constituting a youthful workforce who are energetic and innovative.

Table 4.4: Age

	Frequency	Percentage
Below 25	25	18%
25-35 years	44	31%
35-50 years	48	34%
50 and above	24	17%
Total	141	100%

Source: Research data, 2022

4.3.4 Duration Worked for the Organization

The researcher assessed the duration in which the employees have been working at the County. The results reveal that 66% of the employees have been hired during the devolution period whereas the 34% of staff were retained from the previous regimes. This shows that the employees were highly experienced and the County exhibited good retention capabilities hence sustainable.

Table 4.5: Duration worked in the organization

	Frequency	Percentage
Below 5 years	34	24%
5-10 years	59	42%
10-15 years	38	27%
Above 15 years	22	19%
Total	141	100%

Source: Research data, 2022

4.4 Validity and reliability

From the structure that emerged, in Table 4.6 it was observed that items meant to measure a particular construct converged together. Again the items showed no cross loading indicating. An item is said to cross load or double load when they had loading of greater than 0.5 to more than one construct, so the item suggest to measure two or more different constructs. Since no double loading was observed and items for each construct converged, it is an indication that the item demonstrated adequate construct validity. Therefore, the instrument accurately assessed what it was supposed to measure.

Reliability, which is a measure of internal consistency, was assessed using Cronbach alpha. Only the items with no cross loading issues in the FA model (Table 4.6) were used to assess reliability using the Cronbach' test. From the results, it was seen that, all the five constructs had a reliability score that was within the recommended minimum value of 0.7 thus reliability of the instrument was also evident. Items in the same construct were combined to represent the construct and used for descriptive analysis and inferential analysis.

Table 4.6: Reliability results

Scale	n	Cronbach's α score	Comment
Gender Equality	4	.961	Accepted
Gender Equity	4	.933	Accepted
Gender Empowerment	7	0.911	Accepted
Gender Audit	5	.884	Accepted
R& Selection	3	.799	Accepted

Source: Researcher, 2022

4.5 Factor Analysis

The data was factor analyzed using principal component analysis to assesses the factor structure in the data to aid the study assesses the validity and reliability. First, the KMO and Bartlett's statistics were computed to enable the study conclude on suitability of subjecting the data into Factor Analysis (FA). As seen from the results, the KMO value of 0.824 was well within the recommended value of above 0.7 (Hadi, Abdullah & Sentosa, 2016) and also the Bartlett's Chi square test statistic is significant ($\chi^2=1662.251$, $p<0.05$). the two observations collectively suggest that the FA procedure is appropriate for the data.

Table 4.7 KMO and Bartlett's Test of suitability of FA

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.824
Bartlett's Test of Sphericity	Approx. Chi-Square 1662.251
df	325
Sig	.000

Source: Researcher, 2022

In FA procedure, Total variance explained results shows important statistics, including the total number of factors extracted. From the results in Table 4.7, it is seen that five factors were extracted with a total variance of 72.152 percent. This indicates that the five factors extracted represents 72.152 % of variance in the original data.

Table 4.8 Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.919	38.151	38.151	5.482	21.086	21.086
2	3.389	13.034	51.185	4.775	18.366	39.453
3	2.529	9.726	60.911	3.993	15.359	54.812
4	1.826	7.024	67.936	2.620	10.075	64.887
5	1.096	4.216	72.152	1.889	7.265	72.152
6	.964	3.708	75.860			
7	.774	2.976	78.836			
8	.663	2.550	81.386			
9	.601	2.313	83.700			
10	.517	1.987	85.687			
11	.508	1.954	87.640			
12	.462	1.778	89.418			
13	.421	1.617	91.035			
14	.357	1.371	92.407			
15	.308	1.184	93.591			
16	.288	1.106	94.697			
17	.250	.960	95.657			
18	.231	.890	96.547			
19	.201	.772	97.318			
20	.155	.597	97.915			
21	.127	.489	98.404			
22	.111	.427	98.831			
23	.106	.408	99.239			
24	.079	.304	99.543			
25	.074	.284	99.827			
26	.045	.173	100.000			

Source: Research Data (2022)

The component matrix results showed the number of factors and the item in each factor. For this study the results are shown in Table 4.8. It is seen that the 5 factors/components separated out clearly an indication that the 26 items represented five different constructs. It is also noted that the loading of each of the items in one construct are strong (greater than 0.6). To enhance the construct measurement, only items with strong loading of at least 0.6 were retained. Consequently, two items were dismissed altogether (equity_5 and R_select_4) from the data set and were not therefore included in the subsequent analysis because of weak loading.

Table 4.9: Rotated components matrix

	Components				
	1	2	3	4	5
Empow_4	.861				
Empow_5	.859				
Empow_2	.845				
Empow_1	.815				
Empow_3	.801				
Empow_6	.779				
Empow_7	.685				
QUALITY_2		.846			
EQUALITY_6		.846			
EQUALITY_5		.839			
EQUALITY_1		.825			
EQUALITY_4		.822			
EQUALITY_3		.707			
Audit_2			.849		
Audit_5			.820		
Audit_4			.800		
Audit_3			.795		
Audit_1			.731		
Equity_2				.762	
Equity_3				.731	
Equity_1				.714	
equity_4				.670	
Equity_5					
R-select_2					.765
R-select_1					.674
R-select_3					.539

NOTE: Extraction Method: Principal Component Analysis. Rotation Method: Varimax , Loading less than 0.5 suppressed for clarity of structure

4.6 Descriptive Results

In order to accurately interpret the descriptive results in this section, this study first clarified on the measurement of variables. The variables were measured on a scale ranging from 1 (strongly Disagree) to 5 (Strongly Agree). Therefore, the calculated mean values lied between the two extremes; 1 to 5 a mean score close to five indicates (Agree) the presence or existence of a variable in the county workplace. But low values towards 1 suggested lack of the variable in the Kwale county offices. The standard deviation measured the variability (lack of consensus) in responses.

4.6.1 Gender Equality

The findings on gender equality shows that majority of the employees are aware of the organization's policies, tools and methods for gender sensitive work (M-3.84, SD-

0.82). The respondents also indicate that the organization has a training policy that covers all employees, both men and women (M-3.80) which was an equal proportion with those who maintained that the company has an employee protection policy. Additionally, the respondents agree that the county values both men and women (M-3.66, SD-0.79) while most concur that gender parity in staff has been achieved in most departments of the county (M-3.55, SD-1.25)

Table 4.10: Gender Equality

Statement	N	Mean	Std. Dev
I am aware of my organization's policies, as well as the tools and methods in place for gender sensitive work	141	3.84	0.82
Company have a training policy that covers all employees- including both men and women?	141	3.80	0.69
The company have an employee protection policy (e.g. Whistle-blowing or anti retaliation policy)	141	3.80	1.05
Men and women have equal rights, responsibilities and opportunities	141	3.67	0.64
The County values both men and women	141	3.66	0.79
Gender parity in staff has been achieved in most departments of the county	141	3.55	1.25
Average		3.72	

4.6.2 Gender Equity

The findings show that majority of the respondents agree that there were deliberate efforts by Kwale County to put up efforts and policies to address gender imbalance (M-4.15, SD-1.10). Most of the respondents also maintain that opportunities for example employment are inclined to favor the vulnerable or marginalized gender (M-3.98, SD-1.14). Additionally, the respondents thought that there was fair allocation of resources (M-3.82, SD-0.94). Similarly, the participants attested to fairness in equal distribution

of resources based on the needs of different groups of people (M-3.81, SD-0.84). Finally, majority of the respondents agreed that there was a fair process of decision making without discrimination on gender basis (M-3.53, SD-0.69)

Table 4.11: Gender Equity

Statement	N	Mean	Std. Dev
There is deliberate efforts and policies to address gender imbalance here	141	4.15	1.10
Opportunities (e.g. employment) are inclined to favor vulnerable/marginalized gender	141	3.98	1.14
There is fair allocation of resources here	141	3.82	.94
Fairness and justice in equal distribution of resources based on needs of different groups of people	141	3.81	.84
There is fair process of decision making without discrimination on gender basis	141	3.53	.69
Average		3.83	

4.6.3 Gender Empowerment

From the findings, it is evident that there are different gender empowerment opportunities in the county as evidenced by an overall mean of 4.01. Particularly, majority of the respondents indicated that there were equal opportunities, access and utilization of county resources (M-4.71, SD- 1.27). The respondents also agree that women are economically empowered (M-4.08, SD-1.02). Similarly, the participants concur that women and men have equal opportunities for county resources (M-4.06, SD-1.05). The results also show that women are generally regarded as able to perform any County task (M-3.98, SD-0.84). The participants were further in consensus that the top positions of influence are not dominated by one gender (M-3.87, SD-0.77) while there were mixed views on whether the available job opportunities are equally accessible to one gender

Table 4.12: Gender empowerment

Statement	N	Mean	Std. Dev
Equal opportunities , access and utilization of county resources	141	4.71	1.27
Women and men are economically empowered	141	4.08	1.02
Women and men have equal opportunities for county resources	141	4.06	1.05
The women and men are generally regarded as equally capable to do any county task	141	3.98	.84
Process women/men overcome hurdles e.g. education , job opportunities, leadership, etc., by virtue of their gender	141	3.94	.87
The top positions of influence are not dominated by one gender	141	3.87	.77
Available job opportunities are equally accessible to both gender	141	3.46	1.00
Average	141	4.01	

4.6.4 Gender Audit

As to gender audit, majority of the respondents agree that the County has the capacity to assess gender biases (M-3.66, SD-0.83). Additionally, the respondents agree that gender audit policies exist in the county (M-.65, SD-0.69). There was lack of consensus on whether there was effective monitoring of social justice for women (M-3.47, SD-0.80). Similarly, the participants were skeptical to agree whether there are tools in place to assess gender equality (M-3.07, SD-0.971) while majority were neutral as to whether the organizations gender equity and equality practices are frequently updated (M-3.00, SD-1.25).

Table 4.13: Gender audit

Statement	N	Mean	Std. Dev
The county has the capacity to assess gender biases	141	3.66	.83
Gender audit policies exist in the county	141	3.65	.69
There is effective monitoring of social justice for women	141	3.47	.80
There are tools in place to assess gender equality	141	3.07	.971
The organizations gender equity and equality practices are frequently updated	141	3.00	1.25
Average		3.37	

4.7 Correlation Result

The gender Equality and RS were significantly correlated ($r=373, p=.001$) meaning that high levels of Gender Equality were associated with RS process. Similarly, empowerment and RS were significantly associated, the association was positive ($r=.432, p<.001$) and Gender Audit was significantly associated with RS. However, Gender Equity had a positive significant correlation with RS ($r=.545, p=.045$) an indication that the movement in Gender Equity efforts did not trigger a movement in RS efforts. Overall, the correlation results suggested that gender mainstreaming-process of ensuring the needs, interests and knowledge of women and men, was associated with RS process of staffing

Table 4.14: Correlation results of mainstreaming variable and RS selection

		EQUALITY	Equity	Empower	Audit	R select
EQUALITY	Pearson Correlation	1				
	Sig. (2-tailed)					
Equity	Pearson Correlation	.063	1			
	Sig. (2-tailed)	.574				
Empower	Pearson Correlation	.245*	.010	1		
	Sig. (2-tailed)	.026	.926			
Audit	Pearson Correlation	.358**	-.111	.291**	1	
	Sig. (2-tailed)	.001	.316	.008		
R select	Pearson Correlation	.373**	.545	.432**	.377**	1
	Sig. (2-tailed)	.001	.045	.000	.000	

Source: Research data, 2022

4.8 Regression Diagnostic results

Diagnostic examinations were completed to establish the multicollinearity, normality, heteroskedasticity and autocorrelation of the collected data. This step was important as regression works with ass

4.8.1 Multicollenearity

The multicollinearity assumption: regression assumes that the independent variables in the model were not highly correlated (multicollinear). This assumption was tested by observing correlation matrix of the IVs. The correlation results (Table 4.10) showed that data does not suffer from multicollinearity issues since no pair of IVs were with correlation coefficient greater than 0.7) to cause multicollinearity. Also multicollinearity was assessed using Variance Inflation Factor. VIF values less than 10 were considered an indication of no significant multicollinearity. VIF results (Table 4.12) confirmed that the assumption was met.

Table 4.15 test of multicollinearity assumption results

Variable	Tolerance	Variance Inflation Factor
EQUALITY	.828	1.208
Equity	.928	1.078
Empowerment	.860	1.162
Audit	.823	1.216

Source: Research Data, 2022

4.8.2 Normality

Table 4.16 displays the results of tests for normality, specifically the Kolmogorov-Smirnov test, for various variables in the study. The Kolmogorov-Smirnov statistic assesses whether a dataset follows a normal distribution, with a larger statistic

indicating a departure from normality. The results show that all variables have Kolmogorov-Smirnov statistics ranging from 0.874 to 0.923 and corresponding p-values between 0.191 and 0.220, which are all greater than the typical significance level of 0.05. Therefore, based on these results, there is no strong evidence to suggest that any of the variables significantly deviate from a normal distribution, and they can be reasonably assumed to follow a normal distribution for the purposes of statistical analysis in this study.

Table 4.16: Test for Normality

	Kolmogorov-Smirnov	P-value
Recruitment and selection	0.881	0.194
Gender Equality	0.874	0.191
Gender Equity	0.892	0.201
Gender empowerment	0.923	0.220
Gender Audit	0.874	0.194

Source: Research Findings (2023)

4.8.3 Heteroskedasticity Test

The findings of the Breusch-Pagan/Cook-Weisberg test, a statistical procedure used to determine if heteroskedasticity exists in regression models. When a regression model's error term variance varies across levels of the independent variables, it is referred to as heteroskedasticity. This can result in skewed and ineffective parameter estimations.

Table 4.17: Heteroskedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
chi2(1)	=	0.8317
Prob > chi2	=	0.6154

Source: Research Findings (2022)

The p-value for the test, which is 0.6154, is higher than the usual significance level of 0.05. As a result of the p-value not being statistically significant, the null hypothesis cannot be rejected. This indicates that the regression model's heteroskedasticity is not strongly supported by the available data.

4.8.4 Autocorrelation Test

The Durbin-Watson statistic, a test for autocorrelation in a regression model, is shown in Table 4.12. When the mistakes in a regression model correlate with one another, autocorrelation—also referred to as serial correlation occurs, defying one of the traditional presumptions of regression analysis.

The values of the Durbin-Watson statistic span from 0 to 4. When a number is near to 2, it means that the model has no discernible autocorrelation. The Durbin-Watson statistic in this instance is less than 2, at 1.905. Even if it is below the optimal value of 2, the statistic still fits within a respectable range. It implies that the model's assumption of independent mistakes is not seriously broken and that there isn't any compelling evidence of either positive or negative autocorrelation.

Table 4.18: Test of Autocorrelation

Durbin Watson Statistic
1.905

Source: Research Findings (2022)

4.9 Regression analysis Results

A multiple linear regression was run with four predictors representing gender main streaming and RS as predicted variable. The model summary and the ANOVA forms a pair of model fit test statistics.

Table 4.19 Model summary

R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
.576 ^a	0.342	.327	.557	2.397

Source: Research Data, 2022

Table 4.20 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.148	4	2.787	9.765	.000 ^b
Residual	22.491	136	.288		
Total	33.639	140			

Source: Research Data, 2022

The model summary results showed that the four mainstreaming measures accounted for 34.2% percent ($R^2=.342$) of variations recruitment. The ANOVA results showed that the model was statistically significant as indicated by an F ratio with p value less than 0.05 ($F_{(4,78)}=9.665$, $p<.001$). This meant that the fairness in recruitment and selection could be predicted by the level of gender mainstreaming progress in the county.

The regression coefficient results in Table 4.15 showed that the Gender Equality ($B=.139$, $p=.042$) was marginally significant predictor of fairness in RS procedures. The hypothesis H_{01} was thus rejected at 0.05 significant level.

Further, the results showed that Gender Equity was also a significant predictor of R&S fairness ($B=.130$, $p=.040$) meaning that if Gender Equity was improved by one unit, the RS process fairness was also improved by 0.130 units. The relationship between gender equity was statistically significant hence H_{01} : that, Gender equality has no significant effect on recruitment and selection processes in Kwale County was rejected.

Additionally, a unit improvement in gender equity resulted to a ($B=.139$, $p=.042$) enhancement in recruitment and selection. Evidently, gender there exists a positive and statistically significant relationship between gender equity and performance. Therefore, **H₀₂**: Gender equity has no significant effect on recruitment and selection processes in County Government of Kwale is rejected.

Moreover, Gender Empowerment was a significant predictor of RS fairness ($B=.237$, $p=.006$) implying that a unit improvement in gender empowerment triggers 0.237 statistically significant change in recruitment and selection. From the above, **H₀₃**: Gender empowerment has no significant effect on recruitment and selection processes in Kwale County is rejected.

Finally, Gender Audit was also a statistically significant predictor of RS fairness ($B=.154$, $P=.033$) with a unit change variation gender Audit contributing to 0.154 improvement in recruitment and selection in Kwale County. Hence **H₀₄**: Gender audit has no significant effect on recruitment and selection processes in County Government of Kwale is rejected.

The regression coefficient results showed that Gender Mainstreaming was a tool that could transform the process of R&S fairness in the county. Ensuring the needs, interests and knowledge of women and men were realized in the county's HR department, the R&S justice would be realised, and consequently, the staffing quality in the county would be achieved.

Table 4.21: Regression coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.662	.363		4.574	.000
EQUALITY	.139	.070	.189	1.986	.042
Equity	.130	.065	.191	1.991	.040
Empowerment	.237	.084	.280	2.806	.006
Audit	.154	.071	.222	2.171	.033

Source: Research Data, 2022

The gender mainstreaming model of the study was therefore of the form;

$$R\&S = 1.662 + .138\text{Equality} + .130\text{Equity} + .237\text{Empowerment} + .154\text{Audit}$$

$$R^2 = .342, F = 9.765, P < .05$$

From the fitted model coefficient, Gender Empowerment had the strongest positive effect on RS fairness and least is gender Equality. However, each gender mainstreaming measure had positive influence on RS fairness process.

4.10 Discussion of Findings

The descriptive statistics findings indicate that all gender mainstreaming variables recorded a mean of around 4.00 implying that there was noticeable gender mainstreaming in Kwale County office though with some variability in opinion. The above finding is supported by the discussions below which affirm the nexus between the different gender mainstreaming variables and recruitment and selection.

The regression analysis findings demonstrate a significant and positive relationship between gender equality and recruitment and selection. This implies that equality

principles such as a transparent recruitment process was instrumental in increasing the likelihood of a fairer process and reducing bias. These findings agree with Van den Brink, Benschop & Jansen (2010) who concluded in their study on transparency in academic recruitment that establishments should emphasize in equality to enhance women's chances of promotion and decreases the chance of gender-related bias.

The study also documents a positive and significant association between gender empowerment and recruitment and selection implying that availing empowerment opportunities increases the chances of selection and consideration of women for jobs which is in tandem with the findings by Dittmer (2015) who proposed interventions such as online communications, recruitment campaigns and initiatives, training programs, and providing potential women candidates with information, and resources to assist them throughout the recruitment process with a view to enhance candidate recruitment in both research and practice in his study on addressing social and structural barriers to female recruitment.

The results further demonstrate a significant relationship between gender equity and recruitment and selection which agree with Jaiswal (2021) that equal representation of women and women in decision making is crucial for gender mainstreaming. Finally, the finding that gender audit has a positive and statistically significant relationship agrees with the conclusions in a report by ILO (2016) that system audits enables nations to develop to legislatives, policies, cultures and rules that support the role of women in development projects designing, planning and implementation of projects hence consideration in employment activities.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presented the summary and conclusions of the study. The recommendation are also presented.

5.2 Summary

Gender bias is pervasive at work and in organization, creating inequalities at every stage of the employment cycle. Gender-based stereotypes affect which candidates get recruited for certain roles and which do not, which candidates get selected for those roles and why, This study investigated the role of gender mainstreaming on employee Recruitment and Selection in the county government of Kwale. In chapter one, the background of the of the study is presented. It is noted that Kwale County is riddled with complaints of gender-based unfairness that is attributed to biases in Recruitment and Selection process. In chapter two, the theories on selection and recruitment are discussed. The empirical studies on effect of Gender Mainstreaming and Recruitment and Selection were examined. The findings were mixed. In chapter three, the study methodology was presented in which the descriptive design is found appropriate to investigate how gender mainstreaming influenced Recruitment and Selection process. Chapter Four presents the empirical findings of the study.

5.2.1 Effects of Gender Equality on Recruitment and Selection

It was established that Gender Equality is important for creating equitable recruitment and Selection systems. The findings are in support of the theoretical findings that gender equality practices are necessary in creating of a recruitment and selection fair organization. It is characterized the desire to of county to value both men and women as equal, where the county has an employee protection policy (e.g. Whistle-blowing or

anti retaliation policy) and aim for Gender parity in staff is a shared value in most departments of the county.

5.2.2 Effects of Gender Equity on Recruitment and Selection

It was established that Gender Equity enhance equitable Recruitment and Selection process in Kwale county. These empirical findings support the theoretical findings and empirical studies (Jaiswal, 2021). The findings suggests that increasing Gender Equity in the county helps realize a more gender-diverse workforce that has positive organizational outcomes. The findings further underline the importance of the county identifying and working towards having in place the drivers of gender equity. They include ensuring fair allocation of resources, there is a fair process of decision making without discrimination on gender basis, deliberate efforts and policies that seeks to address gender imbalance here and, opportunities (for example employment) are inclined to favor vulnerable/marginalized gender, there is access and enjoyment of equity rewards and opportunities for all gender

5.2.3 Effects of Gender Empowerment on Recruitment and Selection

Further, it was established that Gender Empowerment has a significant positive influence on equitable Recruitment and Selection process in Kwale county. These empirical findings agrees with the theoretical findings and empirical studies (Dittmer, 2015). The findings suggests increasing Gender Empowerment in the county is critical towards achieving a gender-diverse workforce. The intensity and commitment in the county to search for and implement gender empowerment enablers is important in creating a gender diverse workforce. In recruitment and selection process, empowerment will encompass the providing of relevant gender sensitive information regarding vacant positions. top positions of influence in the county are not over dominated by one gender, the women and men are generally regarded as equally

capable to do any county task, and Equal opportunities, access and utilization of county resources

5.2.4 Effects of Gender audit on Recruitment and Selection

As to gender audit, majority of the respondents agree that the County has the capacity to assess gender biases and that gender audit policies exist in the county. There was lack of consensus on whether there was effective monitoring of social justice for women. Similarly, the participants were skeptical to agree whether there are tools in place to assess gender equality while majority were neutral as to whether the organizations gender equity and equality practices are frequently updated.

5.3 Conclusions

The study found that Gender equality has a significant positive influence on recruitment and selection fairness. Inculcating a culture of equality at all stages of Recruitment and Selection is important to enable qualified job applicants to keep persistent in Recruitment and Selection process. The outcome of a just process is more likely to be acceptable and perceived as fair by both successful and unsuccessful applicants. This is important in bringing in new motivated recruits to join a motivated workforce. Gender equality practices will eliminate the gender biases that affects the quality of applicants and the way applicants are perceived in job interview and ensure that a person's entire work-life is successful.

In addition, Gender Equity has a positive significant effect on Recruitment and Selection process in the Kwale County. Therefore, it is now clear that the time the county is able to significantly arrest all kinds of barriers to gender related equity, it is the time it will realize a workforce that is perceived as representative of diverse interests in the county. And, it is when they will realize benefits of having a diverse workforce.

Enhancing Gender Empowerment is important towards a gender sensitive workforce that is fairly constituted. Empowerment leads to genuine participation of all actors as it is a process of gaining self-confidence for individual development as well as to contribute towards development of others. In short, empowerment approach takes into account the differentiated needs of women and men by increasing the economic, social, cultural, political, and physical strength of any individual or disadvantaged groups

Gender audit assesses gender equality in policies, programs, organizational structures, processes, resources, practices, culture and working environment, sexual harassment at workplaces, equal employment opportunities in terms of recruitment, promotion, remuneration and professional development, Maternity/paternity leaves benefits, monitoring and mentoring the systems. A fair Recruitment and Selection process will be achieved in the county of Kwale if the assessment results is consistently positive in most of the item, particularly on recruitment and selection process, the process will be considered fair.

5.4 Recommendations

5.4.1 Managerial Recommendation

The county government should nurture a culture of equality at all stages of Recruitment and Selection process in order to enable both male and female applicants to keep persistent in Recruitment and selection process. This culture will ensure their rights, responsibilities and opportunities will not depend on whether they are born male or female. This persistence if well sustained will enable the county achieve its ultimate HR goal of a productive workforce critical in driving the development of the county.

Gender Audit is an evaluation component of the gender mainstreaming that should be consistently practices in the county if goals of gender mainstreaming will be realized.

It requires to have mechanisms in the county to scrutinize all aspects of gender mainstreaming. Overall, gender mainstreaming should be strengthened if the county is to have a competent motivated workforce that is able to drive the devolution agenda whose aim is to bring services and decisions closer to the people for their benefits. Although the county is endowed with natural resources, it remains the as one of the marginalized counties with highest number of youths joining illegal gangs. These challenges cannot be solved through gender mainstreaming alone, but gender mainstreaming is a process the county cannot ignore because it results to a more just workforce that able to make just and sound decisions.

5.4.2 Policy Recommendation

It is important for the county government to have in place policies geared towards enhancing higher level of Gender Empowerment where information on opportunities and resources on RS process are available to all men and women. This will go long way to help the county have information empowered applicants important for the county to have quality staff to drive its competitiveness. Empowerment leads to genuine participation of applicants as it strengthens self-confidence for individual development as well as to contribute towards development of others. It is the aspect of gender mainstreaming the county should get right.

The county government management should implement Gender Equity programs. Remove all kinds of barriers to achievement of gender equity. It requires the county establish policies supporting fair information sharing, fair resource sharing and fairness in language used in advertisement of job openings, interviews and recruitment.

5.5 Suggestions for Future studies

The current study examined the direct effect of gender mainstreaming on Recruitment and Selection in Kwale County. Future studies should cover the other 47 counties to determine the actual effect of gender mainstreaming on Recruitment and Selection in Kenya

The current study was purely a quantitative study thus lacking the in depth information provided by qualitative study. Studies in future should consider the use of both qualitative and quantitative approaches important in deep understanding of the problem.

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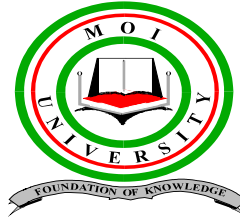
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APPENDICES**Appendix I: NACOSTI Permit****SCHOOL OF BUSINESS AND ECONOMICS**

DEAN'S OFFICE

P.O. Box 3900
Ext.434
ELDORET

Tel./Fax 254-053-43153/43620

26th, July 2022

Attn; NACOSTI

PO Box

Nairobi

Dear Sir/Madam,

RE: REHEMA CHIZI MWANGO PGH/CST/02/15

This is to confirm that the above named person is a postgraduate student in the School of Business & Economics where he is pursuing a Masters of Human Resource. She is expected to collect research data in Kenya. Her research thesis is titled: '**GENDER MAINSTREAMING AND ITS EFFECT ON EMPLOYEE RECRUITMENT AND SELECTION IN THE COUNTY GOVERNMENT OF KWALE**'

Any assistance accorded to her especially on the issuance of research permit is highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'S. Kavale', is positioned above a horizontal dotted line.

DR. STANLEY KAVALE

POST GRADUATES COORDINATOR/ SBE COAST CAMPUS

Appendix II: Introduction Letter

Rehema Chizi Mwango
P.O Box 42445-80100
Mombasa, Kenya

To
Kwale County Public Service Board
P.O Box 4-80403
Kwale

Dear Sir/Madam,

RE: REQUEST FOR PARTICIPATION IN MY RESEARCH WORK

I am a postgraduate student undertaking a Master of Science in Human Resource Development degree at Moi University, Mombasa campus. In order to fulfill the degree requirement, I am currently conducting a research project on **‘GENDER MAINSTREAMING AND ITS EFFECT ON EMPLOYEE RECRUITMENT AND SELECTION IN THE COUNTY GOVERNMENT OF KWALE’**

You have been chosen to participate in this research and I would highly appreciate it if you would kindly spare some of your precious time to complete the attached questionnaire for me.

The information sought from you will be treated with utmost confidence, and the result of this study will be used for academic purposes only. Your name will not be mentioned in the report.

Thanking you in advance for your assistance.

Yours Faithfully,

Rehema Mwango

Appendix III: Questionnaire

Demographic Information

1. Gender

Male Female

2. Education Level

Secondary Diploma University Post Graduate

3. Age

Below 25 25-35 35-50 Above 50

Duration Worked in the Organization

Below 5 years 5-10 years 10-15 years Above 15 years

GENDER MAINSTREAMING AND ITS EFFECT ON EMPLOYEE RECRUITMENT AND SELECTION IN THE COUNTY GOVERNMENT OF KWALE'

Gender Equality -men and women have equal rights, SELECTION
responsibilities and opportunities

I am aware of my organization's policies, as well as the tools SD D N A SA
and methods in place for gender sensitive work

Company have a training policy that covers all employees- SD D N A SA
including both men and women?

The county values both men and women as equal SD D N A SA

company have an employee protection policy (e.g. Whistle- SD D N A SA
blowing or anti retaliation policy)

Gender parity in staff has been achieved in most departments of the county	SD	D	N	A	SA
There is access and enjoyment of equal rewards and opportunities for all gender	SD	D	N	A	SA
Gender Equity -fairness and justice in equal distribution of resources based on needs of different groups of people.	SD	D	N	A	SA
There is fair allocation of resources here	SD	D	N	A	SA
There is fair process of decision making without discrimination on gender basis	SD	D	N	A	SA
There is deliberate efforts and policies to address gender imbalance here	SD	D	N	A	SA
Opportunities (e.g. employment) are inclined to favor vulnerable/marginalized gender	SD	D	N	A	SA
There is fair treatment of treatment of men and women workers	SD	D	N	A	SA
Gender empowerment -process women/men overcome hurdles e.g. education , job opportunities, leadership, etc., by virtue of their gender,	SD	D	N	A	SA
Women and men are economically empowered	SD	D	N	A	SA
The top positions of influence are not dominated by one gender	SD	D	N	A	SA
The women and men are generally regarded as equally capable to do any county task	SD	D	N	A	SA
Women and men have equal opportunities for county resources	SD	D	N	A	SA

Equal opportunities , access and utilization of county resources SD D N A SA

Both men and women have equal opportunities for leadership positions SD D N A SA

Available job opportunities are equally accessible to both gender SD D N A SA

Gender audit

1. There are tools in place to assess implementation of gender equality
2. Gender audit policies in place
3. There is effective monitoring of social justice for women
4. Organizations gender audit practices are frequently evaluated
5. Gender audit bias reports are well documented.

Recruitment and selection practices-

6. There is emphasis of balancing both gender applicants in filling positions here SD D N A SA
7. The interest of both gender informs most of the decision in R&S decisions SD D N A SA
8. The R&S in this county emphasize achieving gender balance SD D N A SA
9. The R&S in this county reserves particular positions for particular gender to achieving gender balance SD D N A SA
10. The R&S in this county emphasize achieving gender balance SD D N A SA