EFFECTS OF TECHNOLOGY ON THE RECRUITMENT AND PLACEMENT OF WOMEN EMPLOYEE'S IN CHEMELIL SUGAR COMPANY, KENYA

BY

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DECLARATION

DECLARATION BY THE CANDIDATE

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DEDICATION

To my dear brother Patrick Libole Amukhuma who is still in captive of the Alshabab militias, it's my prayer that one day you will be released back so that we can enjoy my success together.

To my beloved and cherished parents, Pastor Peter Amukhuma and Mrs. Epher Amukhuma for your endless support.

ABSTRACT

In today's global and dynamic environment, the role of technology at the work place cannot be underestimated. Employees need to be technologically literate and skilled in order to be competitive in the labour market. Numerous studies conducted reveal that in spite of their technological skills and competencies, women employees in many organizations are few and underutilized. The purpose of this study therefore was to find out the effects of technology on recruitment and placement of female employees in industrial organizations by focusing on Chemelil Sugar Company. The study objectives were: To determine the levels of technological skills and qualifications possessed by women employees and their effects on recruitment and placement; examine the challenges faced by women employees accessing technologically based jobs and their effects on recruitment and placement; and establish policies put in place by the Sugar industry to support equitable distribution of technologically based jobs and their effects on recruitment and placement of women. The study was based on the Feminist Theories and Hunts Theory of equitable distribution of Opportunities and a conceptual framework conceived by the researcher for the study. The study targeted all the 141 women employees and 4 management staff of Chemelil Sugar Company. Data was collected through questionnaires and interview schedules and analyzed using SPSS for quantitative data and thematically for qualitative data. The results were presented in frequency distribution tables and percentages .The findings of the study were; majority of women employees had attained diploma level of education; challenges to women's access to technologically based jobs included: increased family responsibilities at home, cultural beliefs, and stereotyping. There were policies in place to promote equitable distribution of technologically based jobs between men and women employees but these policies were not being implemented appropriately. Based on the findings it was concluded that technology had an effect on recruitment and placement of women in industries that is; family responsibilities, stereotypes and cultural beliefs were among the factors responsible for few women joining technologically based jobs and although policies for equitable distribution of technological jobs were in place, they were not being implemented .It's therefore recommended that women should be encouraged to pursue higher qualifications in technology, policies for equitable distribution of jobs be enforced and finally barriers to women access to technological jobs be enforced. Further research should be conducted to find out the perception of women towards advanced technological jobs.

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OPERATIONAL DEFINITION OF TERMS

Competence: This is the extent to which an individual feels confident about his/her capabilities to perform the task.

Constitution: This is the system of law, basic principles that a state, a country or an organization is governed by, in the study it refers to the current constitution of Kenya.

Gender: This the socially constructed roles, behavior, activities and Attributes that a particular society considers appropriate for men and women.

Impact: This is the degree of influence an individual has on the direct work environment

Market knowledge: This has been used to connote the employees understanding of the needs and competition surrounding them and ways of overcoming them.

Placement: It is the act of being given a suitable job

Recruitment: This is the process of finding new people to join a company or an organization

Self-determination: This is the degree of influence that an individual has as a driving force behind individual work motivation on how to perform the job.

Strategic autonomy: This is the degree of influence an individual has on the content of the job.

Technology: This is the making, usage of knowledge of tools, techniques, crafts, systems or methods of organization in order to solve a problem or serve some purpose. This study is based on the technologies used in the sugar production sectors.

Workload efficiency: This implies the ratio of completing certain task within or before the expected certain set time.

LIST OF ACRONYMS AND ABBREVIATIONS

CBO	Community Based Organization
FBO	Faith Based Organization
FIDA	Female Information Development Association
NGO	Non Governmental Organization
MDG	Millennium Development Goals
OJT	On the Job Training

CHAPTER ONE: INTRODUCTION

1.1 Overview

This chapter contains the background of the study, the statement of the problem, the objectives of the study, research questions, significance of the study, scope and limitations of the study, conceptual and theoretical framework.

1.1.1 Background of the study

1.1.2 The Concept of Technology

Technology is the making, usage and knowledge of tools, techniques, crafts, systems or methods of organization in order to solve or serve some purpose (Franklin, 2007). Frank, (2007) defines technology as tools and machines that may be used to solve real world problems. According to Angello and Wema, (2010) accurate and timely information in electronic form is a precious asset for an organization. Planning and decision making functions are highly dependent on this information.

The effects of technology have captivated the attention of many academics and several studies on technology and productivity have appeared (Marshall et al, 2000). A stable and robust technological infrastructure with well implemented software to support operations and excellent management practices is important in achieving improved Firm performance (Lansiti, 2006).

Women technologists and scientists, feminists in Europe and North America in the 1970s were inclined on the impediments of male dominated capitalism, male prejudice, job segregation and sexual division of labor; they were pre-occupied with obstacles preventing women's access to technology and hence technologically facilitated jobs.

Feminist ideals develop partly within their own area of debate acquiring their own momentum. They also interact with other intellectual currents. The changing paradigms

in scientific thought are sights for just such a crossover. This is according to http://www.managementstudyguide.com indeed sometimes it can be difficult to distinguish social critiques of technology from strands of feminism which assumes that feminism by definition is not to be equated with a rejection of science and technology.

These exclusions are of particular significance for women in third world countries where the question of access to modern technology or the creation of alternatives is far from reality. A variety of explanations have been offered for this trend ranging from different attitudes towards computers (Shashaani,1994) and different levels of participation in computer courses (Chen. 1985) to cultural and social conditions found in the respective domains.

1.1.3 The Concept of Recruitment and Placement

According to Flippo, (1990) recruitment is the process of searching the candidates for employment and stimulating them to apply for the jobs in the organization. Therefore, with the increasing use of computers in industries, there remains the issue of whether all employees participate and receive equal benefits.

According to Oxford dictionary of human resource management by Edmund Heery and Mike Noon, (2000) recruitment is the process of generating a pool of candidates from which to select the appropriate person to fill the job vacancy, specifying the requirement of the job and skills needed to perform the job completely.

According to Nzuve (1997); placement refers to when the applicant passes all the selection steps then the last step is to be assigned a position in the department or the job position applied for. At this time the employee should be made aware of the nature of the job, job requirements and working conditions. In trying to advocate for gender equity,

some international conventions i.e. on elimination of all forms of discrimination against women's rights, women in developing countries have been recognized and ratified and national conferences like the UN women's decade 1975-1985 were held. Although the sugar industry has been in existence for many years, studies on the effects of technology on recruitment and placement of women employees are scarce. Hence there is need to conduct a study in order to add to the deeper understanding and knowledge on this aspect of industrial production.

1.1.4 Related Studies

There are few studies conducted on the subject of effects of technology on recruitment and placement of women. A few notable studies are however worth of mention. A study by Mayoux (2005) and World Bank (2004) indicated that women representation in the technology sector is little as compared to that of men. According to Kanbur (2002), women encounter a lot of obstacles in a bid to access technological jobs. Some of these obstacles include: domestic responsibilities, cultural stereotyping among others. A further World Bank study (2004) found that women are underrepresented in top management jobs of Technology Companies. This study indicates that women's presence in technological jobs is low due to a number of challenges that women face.

In Kenya's sugar industry it's no doubt that men dominate some technological jobs and that's why the current study seeks to determine the effects of technology on recruitment and placement of women employees in Chemelil Sugar Company.

1.2 Problem statement

Twenty first century organizations rely heavily on technology, Information systems and technology based data. Despite the fact that the number of women joining industries is growing fast, men continue to outnumber women especially at the upper levels of technologically based professional jobs. It has been found out that there is gender technological gap whereby women in general have underestimated their technological skills regardless of what their skills are.

This has led to wasted opportunities at the work place. Gender biasness has led to disproportionate number of women in technological participation. All these have affected the recruitment and placement of women in technologically compliant organizations, since women are not equally distributed in various technologically based jobs in organizations.

According to http://www.wisegeek.com it's clear that attracting and retaining more women in the technological workforce will maximize innovation, creativity and competitiveness. For an organization to gain a competitive advantage in the market, it needs to have a diverse workforce in which both sexes are fairly represented, but this is not the case because in many organizations women are not given equal opportunities as their men counterparts. The question is whether the cause of unequal distribution is attributed to technical skills or is the women's attitude, cultural setups, gender stereotype or just gender biasness. Changing social norms, Hence there is need to conduct research in order to establish the reasons as to why there are fewer women than men employees in technological jobs in Chemelil Sugar Company.

1.3 Research objectives

1.3.1 Main Objective

The main objective of the study was to assess the effects of technology on recruitment and placement of women employees in Chemelil Sugar Company.

1.3.2 Specific Objective

a) To determine the levels of technological skills and qualifications possessed by women employees and their effects on recruitment and placement in Chemilil Sugar Company.

b) To examine the challenges faced by women employees taking technologically based jobs and their effects on recruitment and placement in Chemilil Sugar Company.

c) To establish policies put in place by the Sugar industry to support equitable distribution of technologically based jobs and their effects on recruitment and placement of women.

1.4 Research questions

a) What are the levels of technological skills and qualifications possessed by women employees' and their effects on recruitment and placement in Chemilil Sugar Company?

b) What are the challenges faced by women employees doing technologically based jobs and their effects on recruitment and placement in Chemilil Sugar Company?

c) What are the policies put in place by the Sugar industry to support equitable distribution of technologically based jobs and their effects on recruitment and placement?

1.5 Justification of the study

The study will serve as a reference material for managers in other sugar factories in Kenya. In recruitment and placement of women in technologically based jobs furthermore, the study will serve as a basis for subsequent research regarding women in technology. Finally the study will be an important policy guideline for women seeking to advance their careers in technology.

1.6 Scope of the study

The study used 141 female employees and 4 management staff of Chemilil Sugar Company. Its focus was to find out the effects of technology on recruitment and placement of female employees in the Sugar Industry. The study was conducted between July 2012 and February 2013.

1.7 Limitations of the study

The study was narrowed to effects of technology on recruitment and placement of women. It was confined to Chemilil Sugar Company hence its results may not be generalized to other industries. Only women employees were included in the study hence the results could be biased towards women. Furthermore, Sugar Factories in Kenya are widely dispersed hence it would have been expensive to cover all the factories, thus limiting the study to a single entity. This problem was overcome through collection of in-depth data in order to enable generalization to other factories.

1.8 Theoretical Framework

This study utilized feminist theories of 1792-1920s and Hunts Theory of equitable distribution of opportunities (1995). Feminist or gender theories emerged as early as

1792-1920s.Worrall and Johnson (1995) assert that these theories have aimed at understanding the nature of gender inequality and promoting of women's rights, issues and interests. According to Kwesiga (2002) there are four broad types: liberal feminism calls for changes in policies and institutions to provide equal opportunities for men and women irrespective of whether the social set up is ready for change or not, Radical feminism stands for dismantling of patriarchal system which is seen as the fundamental barrier to women's advancement. Marxist- social feminism which attacks the capitalist mode of production and its creation of a class society which highlights the man's labour and devalues the contribution of a woman and eventually, the post - modernist feminism which criticizes the other theories, rejects conclusions drawn from the western world and calls for a study of different cultures, sexuality, political system and the wider socio-economic arrangements. Feminist theories have given birth to movements by renowned women activists ,affirmative action, work flexibility(e.g. flexible working hours arrangement for breastfeeding mothers and provision of day care centers)and in-house gender awareness meeting and workshops . They have also encouraged role modeling, mentoring, counseling, social support and guidance lobbying advocacy and creating awareness, as well as learning from good practices (Benchmarking). Feminist theory has been spearheading the elimination of inequality. Hence, this study sought to find out whether women of Chemelil Sugar Company are given the same opportunities as men when it comes to recruiting staff for technologicaly based jobs.

This study was also guided by Hunt's theory of equitable distribution of opportunities (Hunt, 1995). The mainstream views of this theory often takes technology as a technical tool that society can use, and as something that in itself is influenced by society.

However, a feminist view of this theory has pointed to women's exclusion from science and also from the creation, design and use of technology. The gendered approach of this theory therefore argues that technology is not neutral, but depends on culture. The theory says that more recent critiques point to the dangers of putting technology ahead of people and of an uncritical acceptance of modern technology as something that works everywhere and provides immediate solutions to development challenges.

The theory argued that it must be remembered that women have multiple identities of - for example; class, ethnicity, caste, race, age - and that these interplay with gender to define women's access to technology (Hunt, 1995). Strategies for addressing unequal gender relations would therefore need to hinge on an understanding of the complex intersections of gender and other social identities. As such, this study seeks to find out technological competence, recruitment and placement of women.

For instance, while it may not be difficult for an upper class, urban woman to have easy access to the Internet, it may be unthinkable in rural contexts for a poor woman to access a public telephone facility. While such realities of particular contexts are at the heart of the relationship between gender and technology, it needs to be remembered that women and men from the same social context may not enjoy equal access to Technology (Ramilo, 2003). Women's rights groups working in rural areas point to how access to household assets is affected by gender. If the household has one radio, it is most likely to be used by men.

Women may not have the leisure to listen to the radio, nor may be allowed to join the men sitting outside the house listening to the radio. The fact that technology has remained a male preserve historically, suggests that the appropriation by women of technology is in itself a political project. And, as active agents of change, women have been engaged in the process of claiming technology. However, we cannot assume that all women relate to technology in the same way. This will result in over-generalized approaches to redressing gender imbalances in access to technological jobs. We also cannot ignore the fact that gender power operates within institutions in many insidious ways (Wood, 2004). Therefore, the theory argues that women's empowerment in the information society requires a constant examination of how gender relations as a dynamic cultural process are being negotiated and contested, in relation to the technological environment. As such, this theory guides this study in exploring the complex intersections of gender and other social identities which cannot be alienated if access to and utilization of Technology was to become a reality in order to promote women's technological competence and recruitment in technologically based jobs in organizations. Although the study utilized several theories each of the theories had an important role to play in guiding the study as it contained variables relating to the theme of the study.

1.9 Conceptual Framework

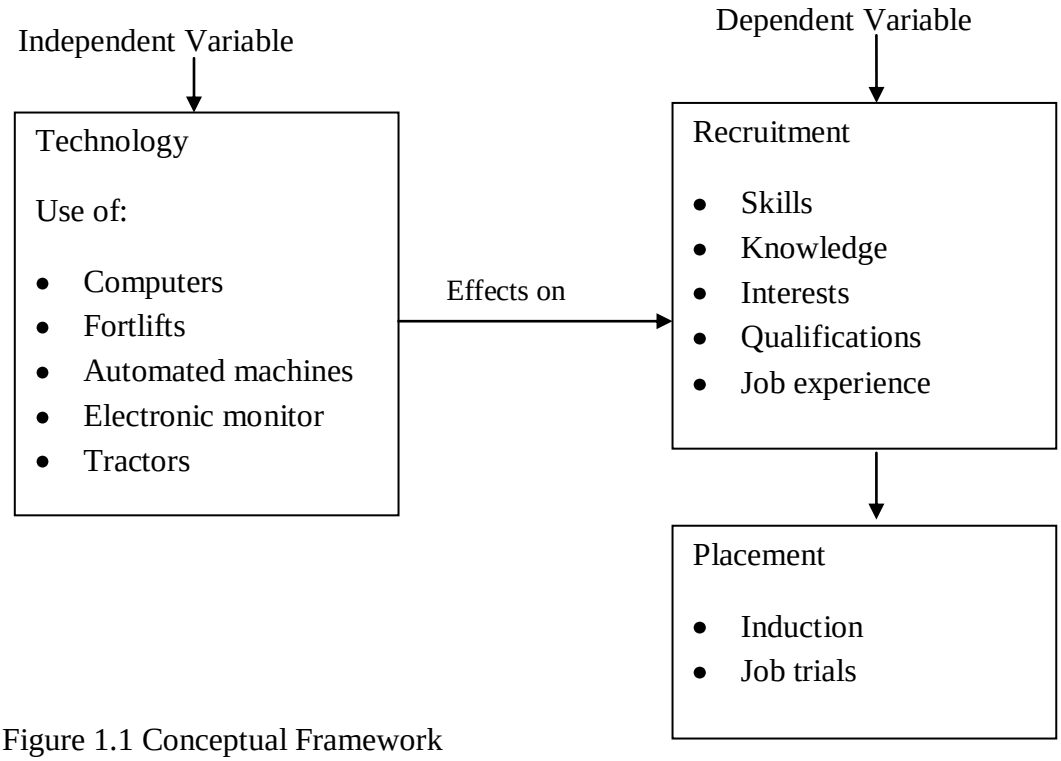

Figure 1.1 Conceptual Framework

Source: Researcher, 2013

A conceptual framework is defined as a diagrammatic representation of the presumed relationship between the predictor variables and the dependent variables in a study Oso & Onen, (2009) As depicted in figure 1.1 the conceptual framework links key constructs explaining how technology usage affects recruitment and placement of female employees. The basic premise of the conceptual framework is that technology which is the independent variable affects recruitment and placement of women in technologically based jobs. In the conceptual framework technology is defined as use of computers, forklifts, automated machines, electronic monitors and tractors. Recruitment as an aspect of the dependent variable is defined as skills, knowledge, interests, qualifications and job experience while placement is defined as induction and job trials.

CHAPTER TWO: LITERATURE REVIEW

2.1 Overview

This chapter reviews literature from books, journals, papers and past thesis done in the same area. The importance of literature review is to give insight into the same area being researched on.

2.2 Definitions of Technology and Recruitment

Technology is the making, usage and knowledge of tools, techniques, crafts, systems or methods of organization in order to solve or serve some purpose (Franklin, 2007). Frank defines technology as tools and machines that may be used to solve real world problems.

According to Flippo, (1990) recruitment is the process of searching candidates for employment and stimulating them to apply for jobs in the organization, therefore with the increasing use of computers in industries, there remains the issue of whether all recruited employees participate and receive equal benefits.

Placement refers to when the applicant passes all the selection steps then the last step is to be assigned a position in the department or the job position applied for at this point employees should be made aware of the job, job requirement and working conditions. This process fully introduces a new employee to all facets of the job and the organization.

2.3 Gender in the Technological Discourse

Gender concerns in relation to new Technology were beginning to be raised in the late I 990s (Mayoux, 2005). This subsection maps gender issues in the Technology arena. It records advocacy around this issue, and shows how a strong consensus reflecting

progressive commitments to gender equality from the international community and the Kenyan situation is still lacking.

2.3.1 Critical themes in the Gender and Technology Discourse

During the 1990s, gender issues in communication and media focused on three broad issues: the equitable access of women and women's organizations to the means of public expression; women's access to professional careers and decision-making positions that have traditionally been male preserves; and the portrayals of women reinforcing or changing stereotypes (Kalima, 1995). More recently, there has been a shift from an emphasis on women solely as objects of information to a focus on women as controllers of information - in other words not only changing the way women are talked about, but also enabling more women, particularly marginalized women, to create their own information and spread their own messages through the new Technology (Johnson and Ben, 1997).

Reference to gender and new Technology figured prominently for the first time in an Association for Progressive Communications (APC) document in 1995 (Woodrow, 1995), which highlighted the need to broaden media and communication advocacy to factor in the Internet boom. The governments of the industrial powers and transnational communications corporations are involved in negotiations relating to the future of the communications industry and among other aspects, to the international distribution of cyberspace (that is, the infrastructure and legislation that will determine the operation of computer networks.) Women's and citizens' groups do not have a voice in the negotiations which will influence national and international legislation and therefore their access to technological and information resources (Yaron, 1992). It is therefore

imperative to create mechanisms for them to formulate and defend their needs and interests.

Gender issues in the information society cover a wide spectrum: integrating gender perspectives into national Technology policies; raising awareness among gender advocates about the importance of national Technology plans for gender equality; promoting gender-responsive governance; effective use by women of Technology and the need for relevant content; promoting women's economic participation in the information economy; promoting democratic media, and combating the use of the Internet to perpetuate violence against women (Hunt, 1995). Due to active advocacy, these issues have gained prominence in recent debates on Technology.

The case for equal opportunities for women to access, use and shape Technology may be argued along many perspectives - the fundamental ones being the right of women to non-discrimination, to communication, and to development and freedom from poverty through enhanced capacities and improved choices (Hunt, 1995). The Beijing Platform for Action adopted at the Fourth World Conference on Women, at Beijing, on 15 September 1995, was the first international policy framework that talked about gender issues in relation to Technology.

> With advances in computer technology and satellite and cable television, global access to information continues to increase and expand, creating new opportunities for the participation of women in communications and the mass media and for the dissemination of information about women. On the other hand, the global communication networks have been used to spread stereotyped and demeaning images of women for narrow commercial and consumerist purposes. Until women participate equally in both the technical and decision-making areas of communications and the mass media, including the arts, they will continue to be misrepresented and awareness of the reality of women's lives will continue to be lacking (Hunt, 1995).

2.3.3 Gendered Dimensions of the Technological Society

This subsection looks at documentation on how gender inequalities are central to power relations in the information society. Three core challenges for gender justice are highlighted in detail: the structural barriers affecting women's access to new Technology, women's status as workers in the information economy, and new Technology and sexual violence.

2.3.4 Women's Access to the Internet

The gender divide within the digital divide can be seen in the lower numbers of women users of Technology compared to men (Kanbur, 2002). One illustration of this is the number of women Internet users. The majority of the world's women do not use the Internet. They are excluded from the World Wide Web. The digital divide within countries broadly reflects the gender divide. Women are in the minority of users in almost all developed and developing countries (Ramilo, 2003). The trend for differentiation in use starts early, as seen in the United States where boys are five times more likely than girls to use home computers and parents spend twice as much on Technology products for their sons as they do for their daughters (World Bank, 2004). It is extremely difficult to get data on use technology by gender by country for developing countries (Wood, 2004). Also, statistics on Internet use need to be interpreted with caution. Even in the developing countries where women make up a high percentage of users, total users themselves constitute very small elite.

2.4 Moral Barriers to Women Access to Technologically Based Jobs

Women had reduced access to Technology for a number of reasons, ranging from socio-cultural attitudes and preconceptions about women's interaction (or lack of it) with technology to resource constraints. For the majority of women, specific barriers include illiteracy, unfamiliarity with the dominant languages of the Internet, absence of training in computer skills, domestic responsibilities, and the fact that the information delivered by Technology is not that valuable to them. Infrastructure itself is also a gender issue: it is concentrated in urban areas and more women live in rural areas (Esteve, 2002).

Also, public Technological facilities have a great tendency to become men-only spaces, effectively inhibiting women's access.

The following are some socio-cultural factors that impede women's use of Technology (Wood, 2004): Cultural attitudes discriminate against women's access to technology and technology education; Women are less likely to own communication assets - radio, mobile phone; Women in poor households do not have the income to use public facilities; Information centers may be located in places that women are not comfortable visiting; Women's multiple roles and heavy domestic responsibilities limit their leisure time. Telecentres and cybercafes may not be open when it is convenient for women to visit them; It is more problematic for women to use facilities in the evenings and return home in the dark.

If the expected benefits of the extension of communication networks and access to a wider scope of information are to be realized, strategies that address the specific cultural context are needed to remove barriers to women's access (Ramilo, 2003).

In addition, culture is passed on from one generation to another through socialization and hence the existence of gender roles and stereotypes. Gender inequality has become part of culture and has perceived the age of times. This study was interested in understanding the relationship between culture and gender technological roles.

Eitzen(2000) said that gender roles refer to the rights ,responsibilities ,expectations and relationships of men and women .Through culture the position of the women in a society is determined (ndung'u, 2010)asserted that stereotypes are used to explain feminism and said 'if one is an independent woman then one must be morally inept 'and the Victorian tradition stressed that women are weak ,cowardly and in need of masculine protection

Torrington (2006) asserted that for an organization to remain in the global market it has to diversify its approaches by practising multi-culture. This would mean engaging workers from different countries, ethnic groups, different gender, languages, religions etc.

2.4.1 Technology, Job Placement and Information Economy

Women have relatively little ownership and control of the Technology sector. While data is lacking, it is clear that women are underrepresented on the boards and senior management of Technology companies, policy and regulatory organizations, technical standard-setting organizations, industry and professional organizations and within government bodies working in this area (World Bank, 2004).

Women's participation as employees in the sector presents a more complex picture. The new economy rides on the power of Technology. Job outsourcing is an important business strategy today and has given rise to a new global division of labor.

Internationally outsourced jobs, such as medical transcription work or software services, have made a considerable difference to women's work opportunities in developing countries. In software, women enjoy opportunities on a scale that they never experienced in any other field of engineering and science. However, in the information technology sector, women make up only small percentages of managerial, maintenance, and design personnel in networks, operating systems, or software. According to UNIFEM, women hold 9 per cent of mid- to upper-level Technological related jobs in engineering and make up 28.5 per cent of computer programmers and 26.9 per cent of systems analysts. Only among data entry workers do they form the majority at 85 per cent (Mayoux, 2005).

Information technology has brought employment gains for women, but trends highlight many challenges. The ILO Report on Work in the New Economy 2001 makes the following observations about the IT sector (World Bank, 2004):

a) Patterns of gender segregation are being reproduced in the information economy where men hold the majority of high-skilled high valued-added jobs whereas women are concentrated in the low-skilled, lower value-added jobs.

b) As traditional manufacturing industries that previously employed women gradually disappear, the women finding jobs in the new, often Technological-related industries are rarely the same ones as those who lost their jobs in the traditional sectors. New inequalities are therefore emerging between women with Technological -related jobs skills versus those without.

c) While teleworking has certainly created new employment opportunities for women, the downside is that women can be excluded from better career possibilities, and instead of

finding a balance, family responsibilities are combined with paid work, so that women end up acquiring new tasks on top of the old.

Women have entered the Technological arena, claiming jobs that technology is creating. However, as Ferber and Nelson (2002) argue, in order to retain and build upon the employment gains associated with globalization and information technology, women need to move into more technical or higher-level, better-paying jobs. For this, they need access to the educational and training opportunities necessary to equip them for the rapidly changing skill requirements. Policy should encourage girls and women to use Technology early in education, and pursue higher studies in Technology as well as technical careers - as scientists, researchers, administrators and educators.

Women will also need to confront gender-based obstacles: the greater demands on them for the maintenance of household and family and the discrimination that women in all societies face within work environments. In addition to policies that ensure gender equality at the firm level, within the Technological sector, a strong role for state regulation of job security, insurance, maternity leave, and healthy and safe working conditions is vital for gender equality in the information economy (Kanbur, 2002).

2.5 Challenges Faced By Women in Accessing Technology

Despite this great potential for job creation and development, only those who can afford the new technologies, and have the skills to use them, will benefit, while the poor risk being marginalized. Given that women make up the large majority of the poor worldwide, any strategy to increase their participation in the digital economy would increase national capacity and help raise the national standard of living. The large

majority of women in developing countries are “employed” by the informal economy (street vendors or women working at home on, for example handicrafts and sewing). Reaching these women will be the major challenge for policy makers trying to bridge the digital - and particularly the gender digital – divide.

Among the key barriers faced by women are access to education, skills and training, access to the technologies themselves (both hardware and connectivity) and other constraints such as those related to knowledge of foreign languages (i.e. access to Internet content) or lack of financial resources to acquire access.

Technology, Education, skills and training: The gender digital divide is usually greater in countries where women have less access to education than men. According to the ILO (2002) in 2000 women made up nearly 2/3 of the world’s 876 million illiterates. Hence, in countries where girls are excluded from the basic education system or prevented from continuing beyond primary school levels, they are also excluded from gaining access to the new technologies and learning how to use them (given that an increasing number of countries use their basic education system to improve digital literacy and enhance access to technology. They are also excluded from acquiring foreign languages, another essential prerequisite for effectively using many new technologies and the Internet.

But even where women have access to basic education, few women pursue careers in Technology professions. In both developed and developing countries (with a few exceptions such as the Philippines) there are difficulties in attracting and retaining women in Technological training and education. Hence, for women to move into high-

skilled technological employment efforts need to be made to increase the number of women in technological training.

Access to technologies: In most countries, the typical Internet surfer used to be male, young (in particular in the developing countries), well educated and well off. This stereotype is changing. in some countries rapidly, in others slowly. While five years ago there was a significant gap between male and female users, with men accounting for the large majority of Internet users, women are catching up quickly in most developed and some developing countries, where growth rates of female Internet users are steeper than those of male users.

Foreign languages: The dominance of English as the language of the Internet has led to the exclusion of a majority of the world's population who do not speak English. Women without access to formal schooling that allows them to learn foreign languages are again marginalized, but so are men in countries or regions where English is not 'the' language such as Latin America, the Middle East, Francophone Africa, and Eastern Europe. Language has been cited by women as being one of the top barriers to Internet usage.

2.6 Summary

Technology has both the negative and positive effects to both the Company and the workers. For those who cannot be able to achieve the knowledge and skills about the technology, they may see as if their jobs are threatened and thus at the end they assume that they might loose their jobs. For a company to produce quality goods it has to meet the costs of acquiring the required technology. However, most organizations acquire or

outsource the required technology but they don't utilize both genders in terms of their usage.

The design of the organizational structure should take into account the fact that women should also participate in technological usage jobs because when it's used properly it promotes humanity welfare and a sense of confidence in oneself. Having realized the role of technology in Managing Organizational change, the firms in developing countries should not misinterpret technology as being a substitution for workforce but give serious attention to provide in integration of technology among all sexes.

Reviewed literature therefore reveals that technology is an area widely researched on. However few studies have been done on the effects of technology on Recruitment and selection of female employees, hence this study undertook to fill the existing knowledge gap by studying the relationship between the two variables i.e. Technology & Recruitment and placement of women employees.

2.6 Knowledge Gap

The literature reviewed in this chapter has focused on studies conducted mainly outside Kenya and in foreign cultures. It is not therefore clear whether the results of this study can be applicable to industries in Kenya. Furthermore, studies on recruitment and placement of women in technologically based jobs in industries are rare to come by. Hence it was necessary to conduct this study in order to add to the deeper understanding of the effects of technology on recruitment and placement of women particularly in a Kenyan situation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the methodology of the study. It encompasses research design, study area, target population, sample size and sampling procedures, research instruments and validity and reliability of the research instruments, ethical considerations, data analysis and presentation.

3.2 Research Design

A research design is a plan of action the researcher adopts for answering research questions. This is in line with Orodho (2003) who describes a research design as a plan, structure and strategy of investigation to obtain answers to research questions and control variance. According to Kothari (2003) a research design is blueprint for collection, measurement and analysis of data. This study adopted a survey method. The major purpose of survey is to describe the state of affairs as they exist. This method was adopted for this study because it is useful in describing characteristics of large population, uses large samples thus making the results statistically significant even when analyzing multiple variables, it also allows for use of various methods of data collection such as questionnaires and interview. It also makes use of standardized questions where reliability is determined, (Owen 2002).

3.3 Study Area

The study was conducted at Chemilil sugar company which is situated in Kisumu County. Chemilil sugar is one of the oldest sugar factories in the country. At the moment the factory faces environmental challenges such as growing competition from other sugar

producing companies in Kenya and beyond. Technological advancement is another big challenge. There is also threat of upcoming factories like Sukari, Transmara and Ramisi.

3.4 Target Population of the Study

According to Kombo and Tromp (2006), a population is a group of individuals, objects or items from which samples are taken for measurement. The target population can be described as the large group from which a sample is taken for analysis. The target population of this study comprised of all the 148 permanent employees of Chemilil Sugar Company as shown in table 3.4

Table 3.1 Target Population of the Study

Department	Number
Management	7
Sales & marketing	10
Human Resource	64
Financial & Public Relations	58
Agriculture	3
Production & Factory Operations	6
Total	148

Source: Human Resource Records, Chemilil Sugar Company, 2013

3.5 The Sample and Sampling Procedures

Sampling is the process of selecting a number of individuals or objects from a population in such a way that the selected group contains elements representative of the characteristics found in the entire group Orodho and Kombo, 2002.

The Webster dictionary (1985) defines a sample as a finite part of a statistical population whose properties are studied to obtain information about the whole. When dealing with people a sample can be defined as a set of respondents (people) selected from larger population for the purpose of survey. The way in which a researcher selects subjects of a study will determine how the researcher is able to generalize the results of the study.

The study applied both probability and non-probability sampling procedures to obtain the subjects for the study. The specific sampling techniques used were: census, simple random for employees and purposive sampling for top management. Kerlinger, (1993) recommends that any sample above 50% of target population is acceptable as representative of the larger population. Based on these recommendations all the 141 women employees were included in the sample because they were few. Thereafter, simple random sampling was used to select the actual respondents from each group to participate in the study.

Purposive sampling was used to pick 4 top management of Chemilil Sugar Company. The sample size obtained using these methods are summarized in table 3.5 below.

Table 3.2 The Sample and Sampling Procedures

Category of women employees	Target population	Sample
Top management	7	4
Sales & marketing	10	10
Agriculture	3	3
Finance & Public Relations	58	58
Production and factory operations	6	6
Human Resource	64	64
	148	145

Source: Human Resource Records Chemilil Company, 2013

3.5 Data Collection Instruments

According to Mugenda and Mugenda (2003) research instruments are the means by which primary data are collected. The study being a survey made use of the instruments that apply to social sciences. The study in particular relied on use of questionnaires and interviews for collection of data. Quantitative data was collected through questionnaire while interviews gathered qualitative data from key informants.

3.5.1 Questionnaires

A questionnaire is a research tool where the respondents provide their responses to the questions asked in writing. According to Gauthier (1979) the questionnaire works as an essential means of communication between the researcher and the respondents. Seltiz (1977) stated that the questionnaires that have a chance to come back are of attractive presentation, short, clear and easy to fill. In addition questionnaires are more convenient; and they can be administered to a large number of individuals simultaneously (Tuckman,

1999). On the basis of this information the researcher developed the questionnaires after critically examining questionnaires used by other researchers in related studies.

Closed ended questions which were accompanied by a list of all possible alternatives from which the respondents selected the response that best described their opinion. The questionnaire sought to obtain data on the effects of technology on recruitment and placement of women in Chemilil Sugar Company. The questionnaire was divided into four sections. Section A collected data on demography, section B dealt with level of technological knowledge, Section C dealt with challenges facing women in taking different technological jobs, section D gathered data on policies put in place to support equitable distribution of technological jobs.

3.5.2 Interview Schedules

To reinforce and confirm the responses given by respondents the researcher interviewed top Chemilil Sugar Company managers. In this case structured interviews were used with the researcher meeting the respondents face to face. This method involved situations where, by chance or training there were persons who would provide in-depth information on the topic of study.

Key informant technique took the form of face-to-face interviews between the researcher and the informants, using open-ended interview questions. This method was advantageous in that the key informants were free to provide answers and even expand on most of the issues in detail. Key informant interviews produced qualitative data.

3.6 Reliability and Validity of the Instruments

3.6.1 Validity

Validity refers to the extent to which the instrument is a good example to the behaviour, skills and knowledge which the instrument purports to measure. A test is valid if it measures what it claims to measure Mugenda & Mugenda, (2003). The questionnaire for this study was designed and developed based on questionnaires used in empirical studies with additional input from several lecturers and masters of human resource development students. Furthermore, the questions in the research instrument were based on the research objectives to obtain validity.

3.6.2 Reliability

Reliability is a measure of the degree to which a research instrument yields same data after repeated trials (Mugenda and Mugenda, 1999). It may also mean the consistency of the research instruments over time. To assess the reliability of research instrument the test-retest technique was used. The test-retest technique involved administration of same instrument twice to the same group of subjects. There was a time lapse of two weeks between the first and the second test.

In order to determine the reliability of the research instruments the questionnaires were administered to a sample of 10 respondents from Muhoroni Sugar Company who were not participating in the study. A correlation coefficient of 0.75 was obtained which indicated that the instruments were reliable.

3.7 Description of Data Collection Procedures

Moi University wrote an introductory letter to the managers of the respondents company (Chemilil sugar). The content of the letter included the purpose of the study, time frame, for the research and sought permission to involve the company employees in the study area in the research. After obtaining authorization to conduct the study the researcher introduced herself to the managers of Chemilil sugar company, who verified and confirmed the permit before the study commenced. Consultation with the managers of the company was done prior to the study in order to agree on the appropriate time to administer the Questionnaires and conduct the interviews. All the data was obtained by the researcher herself.

3.8 Data Analysis Procedures

The data collected was verified for completeness and correctness, coded and analyzed descriptively using the SPSS computer programme version 16. The data was then presented in the form of tables, percentages, frequencies, pie charts and bar graphs to facilitate analysis and interpretation.

3.9 Ethical Considerations

The researcher assured the respondents of confidentiality and that the data supplied would be used for research purposes only and not to cause damage to their integrity and interests at the workplace.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION.

4.1Overview

This chapter dealt with the organization, interpretation and presentation of collected data. The findings derived from analysis of the data were also discussed.

4.2 Demographic information

4.2.1 Age of the Respondents

Table 4.1: Age of the Respondents

Age	Frequency	Percentage (%)
Below 25 years	4	2.8
26-30 years	26	18.4
31-40 years	69	48.9
Above 40 years	41	29.1
No response	1	0.7
Total	141	100

Source: Researcher, 2013

The study sought to find ort the age of the respondents. Each of the respondents had different ages. Majority of the respondent 69(48.9%) were between 3 1-40 years, 41(29.1%) were above 40 years, 26(18.4%) were 26-30 years, 4(2.8%) were below 25 years and 1(0.7%) did not respond as shown in table 4.1. The results indicated that most female employees in Chemelil Sugar Company are between the ages of 31-40 years

which is 48.9%. This implied that women workers in the company were in their prime ages of their careers and thus are in a better position to contribute to the attainment of the company's mission and vision.

4.2.2 Marital Status of the Respondents

Table 4.2 Marital Status of the Respondents

Marital status	**Frequency**	**Percentage (%)**
Single	37	26.2
Married	82	58.2
Divorced	3	2.1
Widowed	15	10.6
No response	4	2.8
Total	141	100

Source: Researcher, 2013

The study sought to establish the marital status of the respondents, 82(58.2%) were married, 37(26.2%) were single, 15(10.6%) were widowed, 4(2.8%) did not respond while 3(2.1%) were divorced as shown in table 4.2. The results indicated that most female employees are married 58.2%. This implied that most women were in Chemilil sugar company likely to be affected by mobility of labour which could lead to low labour turnover for women in the company.

4.2.3 Highest Level of Education Attained

Table 4.3 Highest Level of Education Attained

Level of education	Frequency	Percentage (%)
Secondary	18	12.8
College	89	63.1
University	30	21.3
No response	4	2.8
Total	141	100

Source: Researcher, 2013

The study sought to determine the highest level of education attained by the respondents, 89(63.1%) said College, 30(21.3%) University, 18(128%) Secondary while 4(2.8%) of the respondent did not respond as shown in table 4.3.

The results indicated that majority of the women workers (63.1%) had College education as their highest level of education. This meant that most female workers were trained although the level of training varied across all respondents depending on the kind of job held.

Therefore, all employees are in a better position to know the demands of their various jobs.

4.2.4 Number of Years in Service

Table 4.4 Number of Years in Service

Years of service	Frequency	Percentage (%)
Less than 5 years	27	19.1
5-10 years	55	39.0
Above 10 years	49	34.8
No response	10	7.1
Total	141	100

Source: Researcher, 2013

The concerning respondent's number of years in service as workers, 55(39.0%) said they had worked for 5-l0years, 49(34.4%) have worked for above l0years, 27(19.1%) less than 5 years while 10(7.1%) of the respondents did not respond as shown in table 4.4.

The results show that majority of the women workers had been in service from 5-10 years.(34.8%) This implied that female workers were experienced which helped them to contribute positively to the company's goals. The number of years of service also had a positive influence on their career growth.

4.2.5 Department of respondents

Table 4.5 Department of respondents

Department	Frequency	Percentage (%)
Human Resource	64	45.3
Finance and public relations	58	41.1
Production	6	4.2
Agriculture field services	3	2.1
Sales and marketing	10	7
Total	141	100

Source: Researcher, 2013

To know the departments in the organizations to which the respondents belonged. Majority 121(85.8%) said Sales and marketing, 7(5.0%) said human resource 6(4.3%) said production, 4(2.8%) said finance while 3(2.1%) said agriculture field services department as shown in table 4.5.

The results indicated majority of the women employees work in human resource department, this implies that female employees work in departments. This implied that female employees work in departments that don't require much time and energy.

4.2.6 The Type of Technology used in the Company

Table 4.6 The Type of Technology used in the Company

	Frequency	**Percentage (%)**
Computers	130	92.2
Tractors	2	1.4
Forklifts	8	5.7
No response	1	0.7
Total	141	100

Source: Researcher, 2013

Regarding the type of technology accessed by women in Chemelil Sugar Company, 130(92.2%) said they had access to computers, 8(5.7%) said forklifts, 2(1.4%) said tractors while 1(0.7%) of the respondent did not respond as shown in table 4.6. This implied that majority of women dealt with computers while few dealt with advanced technological machines.

4.3 Level of Technological Knowledge

Table 4.7 Level of Technological Knowledge

Level of technological knowledge	**Frequency**	**Percentage(%)**
Certificate	46	32.6
Diploma	75	53.2
Degree	15	10.6
Masters	4	2.8
No response	1	0.7
Total	141	100

Source: Researcher, 2013

To know the respondents level of education in technology, 75(53.2%) had diploma, 46(32.6%) had certificatesl5 (10.6%) had degrees, 4(2.8%) had Masters in technology while 1(0.7%) of the respondent did not respond as shown in table 4.7.

The results indicated that most women employees in Chemelil Sugar Company had pursued their technological education up to diploma level. This implied that most of the women did not have advanced technical skills to qualify them for higher cadre jobs in the company.

4.3.1 Familiarity with Technological Operations of the Machine

Table 4.8 Familiarity with Technological Operations of the Machine

Level of familiarity	**Frequency**	**Percentage (%)**
Very familiar	52	36.9
Familiar	64	45.4
Moderately familiar	18	12.8
Not very familiar	6	4.3
No response	1	0.7
Total	141	100

Source: Researcher, 2013

The study sought to establish the extent to which the respondents were familiar with the technological operations of machines, 64(45.4%) were familiar, 52(36.9%) were very familiar, 18(12.8%) were moderately familiar, 6(4.3%) were not very familiar with technological operations of the machines they dealt with in the company while 1(0.7%)

of the respondents did not respond as shown in table 4.8. The results indicated that 36.9%of women employees were very familiar with the technological machines they dealt with in the company.

4.3.2 Resources Available Regarding the Use of Different Machines in Your Organization

Table 4.9 Resources Available About the Use of Different Machines in Your Organization

Resources	Frequency	Percentage (%)
Books	17	12.1
Handouts	17	12.1
Manuals	100	70.9
Posters	2	1.4
No response	5	3.5
Total	141	100

Source: Researcher, 2012

The study sought to establish the resources available to respondents about the use of different machines in their organizations, 100(70.9%) said manual, 17(12.1%) said books, 17(121%) said handouts, 2(1.4%) said posters while 5(3.5%) of the respondents did not respond as shown in table 4.9.

The results indicated that majority of female employees used manuals as their major resource to guide them in proper usage of the various machines. Manuals were booklets that accompany machines whenever they are purchased.

4.3.3 Training after Being Recruited by the Company

Table 4.10 Training after Being Recruited by the Company

Trained	Frequency	Percentage (%)
Yes	94	66.7
No	44	31.2
No response	3	2.1
Total	141	100

Source: Researcher, 2013

The study sought to find out if the respondents received any training after being recruited by their company, 94(66.7%) agreed and 44(31.2%) did not agree that they receive training after being recruited by their company while 3(2.1%) of the respondents did not respond as shown in table 4.10. The results indicated that 66.7% of the female workers received training after being recruited by the company. Induction training was offered to them so that they could familiarize with the various machines they dealt with in the company. Training was also meant to familiarize superiors, subordinates and the rules and regulations of the company, training is also meant to bridge the gap between the job requirements and the present competence of an employee, and finally it helped women to broaden their scope of knowledge.

4.3.4 Type of Training Undertaken

Table 4.11 Type of Training Undertaken

Type of training	Frequency	Percentage(%)
On the job training	80	56.7
Off job training	16	11.3
No response	45	31.9
Total	141	100

Source: Researcher, 2013

When asked about the type of training received after being recruited by their company, 80(56.7%) said they received on the job training and 16(11.3%) said they received off the job training and 45(31.9) did not respond as shown in table 4.11

The results indicated that majority of women (56.7%) employees received on the job training after being recruited by the company. OJT(On the Job Training) is a kind of training given by supervisors or an experienced co-worker. It involves learning how to handle machine, conduct an interview, sell a product or provide a service etc.OJT is important because it's a way of orientating employees after recruitment.OJT is done so that employees can increase their knowledge and skills in order to improve their performance. Women at Chemelil Sugar Company are taken through OJT so that they can increase their knowledge and skills in order to improve their performance. They are taught the correct methods of handling equipment and machines used in their work station. Training in such cases helps to reduce accidents, wastes and inefficiency.

4.3.5 After How Long is the Training Exercise Repeated?

Table 4.12 After How Long Does the Training Exercise Repeat Itself

Frequency of training	Frequency	Percentage (%)
Frequently	38	27.0
Not at all	96	68.1
No response	7	5.0
Total	141	100

Source: Researcher, 2013

The study sought find out how frequent training was conducted 96(68.1%) said not at all 38(27.0%) said frequently while 7(5.0%) of the respondent did not responds as shown in table 4.12.

The results indicated that the training is not frequent 68.1 %in. Where employees were not trained frequently the existing techniques are bound to become obsolete due to development of better techniques and work methods and this is a disadvantage on the employees side. Thus, they should be trained to revive and refresh their knowledge and also update their skills

4.3.6 Consideration during Interview, Recruitment and Placement

Table 4.13 Consideration during Interview, Recruitment and Placement

Consideration	**Frequency**	**Percent (%)**
Academic and job experience	131	92.9
Age	4	2.8
Confidence	3	2.1
No response	3	2.1
Total	**141**	**100.0**

Source: Researcher, 2013

The study sought to find what was considered during the respondent interview, recruitment and placement, 131(92.9%) said academic and job experience was considered, 4(2.8%) said age and 3(2.1%) said confidence while 3(2.1%) of the respondent did not respond as shown in table 4.13

The results indicated that the most frequently considered requirement for recruitment is academic and job experience. Hence it is important that employees should possess up to a certain level of academic qualification for them to stand a good chance of being recruited. They should also have a certain number of years experience in order to be recruited by the company.

4.4 Attitude towards Women's Access to and Utilization of Technology

4.14 Attitude towards Women's Access to and Utilization of Technology

Attitude	**Frequency**	**Percentage(%)**
Very positive	32	22.7
Positive	74	52.5
Undecided	17	12.1
Negative	3	2.1
No response	15	10.6
Total	**141**	**100**

Source: Researcher, 2013

The study sought to find the attitude of the respondent towards women's access to and utilization of technology, 74(52.5%) had a positive attitude, 3 2(22.7%) had a very positive attitude, 17(12.1%) were undecided, and 3(2.1%) had a negative attitude while 15(10.6%) of the respondent did not respond as shown in table 4.14 be1ow.

The results indicated that women have a positive attitude towards access to and utilization of technology in the company. This meant that women fully supported the idea that they should be given a chance to participate in the utilization of not only computers but also advanced technological machines within the company.

4.4.2 Socio Cultural Barriers Hindering Women's Technological Competence

Key

Where 1-Strongly agree, 2-Agree, 3-Undecided, 4-Disagree, 5-Strongly disagree

Table 4.15 Social Cultural Barriers Hindering Women's Technological Competence

Social cultural barriers	**1**	**2**	**3**	**4**	**5**
Family responsibility	68(48.2%)	45(31.9%)		14(9.9%)	9(6.4%)
Not as aggressive	38(27.0%)	43(30.5%)	7(5.0%)	17(12.1%)	32(22.7%)
Unequal support	53(37.6%)	61(43.3%)	3(2.1%)	17(12.1%)	7(5.0%)
Cultural attitudes	43(30.5%)	71(50.4%)	2(1.4%)	15(10.6%)	6(4.3%)
Weak and unreliable	55(39.0%)	39(27.7%)	2(1.4%)	22(15.6%)	18(12.8%)

Source: Researcher, 2013

The study revealed that 113(80.1%) agreed while 23(16.3%) disagreed that increased family responsibilities at home made women have limited time to attend to advanced technological jobs as shown in table 4.15.

This implied that family responsibilities hindered women's access to and participation in advanced technological jobs .This responsibilities included: giving birth and taking care of the children and the husband, cooking and attending to other household chores.

The study revealed that 81(57.5%) agreed while 49(44.8%) disagreed and 7(5.0%) were undecided that women are not as aggressive as men and as such did not fit well in the technology wagon. This implied that women don't have the courage and the competence to pursue advanced technological jobs.

The study revealed that 114(80.9%) agreed while 24(17.1%) disagreed and 3(2.1%) were undecided that unequal support for men and women in education thus women lack the opportunities to access and acquire technological training. This implied that was unequal support for men and women in education had denied women opportunities to access and acquire technological training thus hindering their technological competence.

The study revealed that majority 114(80.9%) agreed while 21(14.9%) disagreed and 2(1.4%) were undecided that cultural attitudes discriminate against women's access to technology and technological education.

Culturally the place of women is believed to within their home. This means that there are some cultural stereotypes that hinder women from pursuing their careers in technological jobs.

The study revealed that majority 94(29.1%) agreed while 40(28.4) disagreed and 2(1.4%) were undecided that it was more problematic for women to use technological facilities because they were viewed as weak and unreliable.

4.4.3 Contribution of Access to and Utilization of Technology

Table 4.16 Contribution of Access to and Utilization of Technology

	Frequency	Percent (%)
Nil	40	28.4
Very minimal	34	24.1
Minimal	39	27.7
High	21	14.9
Very high	4	2.8
No response	3	2.1
Total	141	100

The study sought to find how the respondent's access and utilization of technology had contributed to promotion of female recruitment and placement on technologically related jobs. Majority 40(28.4%) said it has not, 39(27.7%) said it was minimal, 34(24.1%) said it was very minimal, 2 1(14.9%) said it was high, 4(2.8%) said it was very high while 3(2.1%) did not respond as shown in the table 4.16

The results indicated that the majority of women felt that they didn't access and utilize technological infrastructure. Even though most of them had gone through training at various levels in their areas of operation they were not given the opportunity to access and utilize technology in the company.

4.4.4 Accident while at work

Table 4.17 Accident while at work

	Frequency	Percent (%)
Yes	90	63.8
No	48	34.0
No response	3	2.1
Total	141	100

Source: Researcher, 2013

The study sought to find if the respondents had been involved in any kind of accident while at their work place, majority 90(63.8%) agreed and 48(34.0%) did not agree while 3(2.1%) of the respondent did not respond as shown in the table 4.17

The results revealed that female employees were involved in accidents at their work places. This meant that safety programmes that dealt with prevention of accidents and damage to persons and property had not been put in place. The achievement of the highest standard of health and safety at the work place was important because the elimination of hazards and risks is the moral as well as the legal responsibility of the employer. This revealed that women at Chemelil Sugar Company are exposed to accidents causing agents.

4.4.5 The Type of Accident Involved

Table 4.18 The Type of Accident Involved

Type of accident	Frequency	Percent (%)
Burns	1	0.7
Cut by a blade	6	4.3
Electric shock	6	4.3
Fume leakages	2	1.4
Injuries and bruises	30	21.3
Road accident	2	1.4
No response	94	66.7
Total	141	100

Source: Researcher, 2013

The study sought to find the type of accident the respondents had been involved in while at their work place, majority 94(66.7%) of the respondents did not respond, 30(21.3%) said injuries and bruises, 6(4.3%) said electric shock, 6(4.3%) said cuts by blades, 2(1.4%) said fume leakages, 2(1.4%) said they were involved in road accident while 1(0.7%) of the respondent said burns as shown in table 4.18. From the results a reasonable number of female workers were injured and bruised at their work places.

However, the kinds of accidents varied depending on the kind of machines being dealt with and kind of work performed by female employees.

4.4.6 Measures Taken by the Company Incase of an Accident

Table 4.19 Measures Taken by the Company Incase of an Accident

Measures	Frequency	Percent (%)
Termination	11	7.8
Compensation	64	45.4
Treatment	62	44.0
No response	4	2.8
Total	141	100

Source: Researcher, 2013

The study sought to find the measures taken by the respondent company incase women workers women workers were involved in an accident, majority 64(45.4%) said they were compensated, 62(44.0%) said they were treated, 11(7.8%) said they were terminated from job, while 4(2.8%) did not respond as shown in table 4.19

The result indicated that when workers were involved in accident the company compensated and treated them. The kind of accident that led to an employee being compensated included: loss of body parts like hands, amputation of legs, and inhalation of poisonous substances that led to damage of internal body organs.

4.4.7 Further Steps Taken By the Company Incase of an Accident

Table 4.20 Further Step Taken By the Company Incase of an Accident

Steps taken	Frequency	Percent (%)
Retirement on medical grounds	32	22.7
Sick leave	78	55.3
No response	31	22
Total	141	100

Source: Researcher, 2013

The study sought to find the further steps taken by the company incase of an accident, 78(55.3%) said they were given sick leave, 32(22.7%) said they were given retirement on medical grounds while 31(22%) of the respondents did not respond as shown in table 4.20

Apart from the workers being compensated the company goes ahead to give them a sick leave depending on the severity or the magnitude of the accident until the employee gets well. This in itself is a challenge in that a worker may go for leave for too long and since her responsibilities may not be attended to another employee is brought in to replace her.

4.4.7 Constraints Facing Women as they Enter Technology Related Jobs

Table 4.21 Constraints Facing Women as they Enter Technologically Related Jobs

Constraint		**Frequency**	**Percentage**
Poor educational background	Yes	112	79.4
	No	29	20.6
Total		141	100
Women lack motivation	Yes	110	78.0
	No	31	22.0
Total		141	100
Women lack commitment	Yes	96	68.1
	No	45	38.3
Total		141	100
Unequal playing field with men	Yes	90	63.8
	No	51	36.2
total		141	100
Lack of financial resources	Yes	87	61.7
	No	54	38.3
Total		141	100
Resources not provided	Yes	34	24.1
	No	107	75.9
Total		141	100
Forced participation	Yes	6	4.3
	No	135	95.7
Total		141	100
Lack of support from NGOs	Yes	15	10.6
	No	126	89.4
Total		141	100
Lack of initiative from the government	Yes	56	39.7
	No	85	60.3
Total		141	100

Source: Researcher, 2013

The study sought to find out if lack of initiative from government was a constraint to women technologically related jobs. Majority 85(60.3%) did not agree while 56(39.7%) agreed as shown in table 4.21

The results showed that lack of initiative from the government was not a constraint. This meant that the Kenyan government was encouraging women to take up technologically related jobs. Among them, ratification of conventions like equal employment opportunities, elimination of all forms of discrimination against women in an effort to create gender equity. The Kenyan constitution (2010) proposes that for every company that recruits it's at manpower, seventy percent should be male while 30 percent female. This means that a much as the Kenyan government is trying to create an equal opportunity employment, there are other constraints facing women's access to and utilization of advanced technological jobs. Kenyan government has become so responsive by coming up with a national policy on gender development. This is inconsistent with the government's commitment to implementing the national plan of action based on the Beijing platform for action by being a signatory to the 1984 convention on the elimination of all forms of discrimination against women.

The study sought to find out whether Lack of support from NGO's is a constraint facing women as they enter technologically related jobs. Majority 126(89.4%) did not agree while 15(10.6%) agreed as shown in table 4. The results showed that lack of support from NGOs was not a constraint facing women's access to technology. Gender responsive initiatives like seminars, workshops from international organizations like World Bank, United Nations were organized with the aim of eradicating gender inequality. National women's rights organizations like FIDA pressurize the government for law reforms

where resolutions and policy changes need to be accompanied by appropriate sanctions for defaulters in gender policy implementation. Faith Based Organizations in Kenya in the recent years have come up with mechanisms that are set to minimize gender segregation, gender stereotyping. They have also organized girl-child educational programmes, workshops and seminars with the aim of empowering women.

The study also sought to find if Women's lack of commitment was a constraint facing women as they sought to join technological related jobs.

Majority 96(68.1%) agreed while 45(31.9%) did not agree as shown in table 4.21. The results indicated that majority of women agreed that they lack commitment. This is because they have a lot of responsibilities at their disposal mainly family responsibilities like child bearing and child rearing.

The study sought to find out if Lack of financial resources is a constraint facing women as they joined technology related recruitment and placement in reference to their area of operation. Majority 87(61.7%) agreed while 54(38.3%) did not agree as shown in table 4. Women, due to their many family responsibilities, may not have enough money for use in advancing their careers.

The study sought to find out if Poor educational and training background is a constraint facing women as they seek to enter technologically related jobs. Majority 112(79.4%) agreed while 29(20.6%) did not agree as shown in table 4.21 The results imply that poor education and training are constraint to women being recruited into technological jobs.

The study sought to know if Resources not provided is a constraint to women being recruited and placed in technological jobs. Majority 107(75.9%) did not agree while 34(24.1%) agreed as shown in table 4.21 This implies that most of the women do not belief that resources not provided was a constraint to women being recruited and placed in technological jobs.

The study sought to establish if Women's lack of motivation is a constraint and placement in technological jobs. Majority 110(78.0%) agreed while 31(22.0/o) did not agree. This implied that majority of the women lack motivation for technological jobs.

The study sought to know if unequal playing field with men is a constraint facing women's recruitment and placement in technological jobs. Majority 90(63.8%) agreed while 51(36.2%) did not agree as shown in table 4. The results indicated that women agree unequal playing ground affected their recruitment and placement in technological jobs. Culturally, men were seen as strong and aggressive. Women were seen as the opposite. Women at Chemelil felt that there is unequal playing field with men when it comes to recruitment and placement. Despite them having the same qualifications and the same job requirements, men had an upper hand and were therefore selected to join the company. They therefore attributed this biasness to gender stereotypes and assumptions that women could not perform certain jobs effectively. To them, this was a constraint that hindered them.

With regard to whether Forced participation as a constraint facing women as they entered technology related recruitment and placement in reference to their area of operation. Majority 135(95.7%) did not agree while 6(4.3%) agreed. From the results, women at

Chemelil didn't find forced participation a constraint hindering their access in advanced technological jobs. Most of them were in their respective positions at will. Even those who are working in advanced technological jobs were there because of their job requirements and qualifications. Therefore, are comfortable working where they have been placed.

4.4.8 Treatment Women Employees by Men Counterparts

Table 4.22 Treatment Women Employees by Men Counterparts

Treatment	Frequency	Percent (%)
Discriminate	52	36.9
Discourage	34	24.1
Support	41	29.1
None of the above	6	4.3
No response	8	5.7
Total	141	100

Source: Researcher, 2013

The study sought to find out how the men workers treated women workers in their areas of operation. Majority 52(36.9%) of the respondents said male workers discriminated against them, 4 1(29.1%) said they supported them, 34(24.1%) said they discouraged them, 6(4.3%) said none of the above and 8(5.7%) of the respondent did not respond. The results revealed that male workers tend to discriminate against women workers. This affected recruitment and placement of women in technological jobs.

Results of interviews conducted on management staff supported that women face a number of challenges in accessing technologically based jobs. These challenges include:

discrimination, inadequate moral support and gender stereotyping. They also said that the $^{30}/_{70}$% rule applies in recruitment and the panel members try their best to adhere to this rule. They, however, said the rule does not apply because women lack the qualifications necessary to access technologically based jobs.

4.5 Policies Put in Place to Support Equitable Distribution of Technological Jobs.

Table 4.23 Policies Put in Place to Support Equitable Distribution of Technological Jobs.

Policies	**Frequency**	**Percent (%)**
Yes	113	80.1
No	22	15.6
No response	6	4.2
Total	141	100

Source: Researcher, 2013

The study sought to establish if the company had policies for employing technologically qualified personnel. Majority 113(80.1%) agreed as 22(15.6%) did not agree while 6(4.2%) of the respondents did not respond as shown in table 4.23

Majority of female workers agreed by 80.1% that there were policies put in place by the company to govern recruitment and placement of technological personnel. This implied that the employees were aware of the company's policies regarding recruitment and placement of employees.

4.5.1 The Policies used by the Company for Employing Technologically Qualified Staff

Table 4.24 The Policies used by the Company

Policies	Frequency	Percent (%)
30%/70% Rule	74	52.5
Academic qualification	18	12.8
Age	5	3.5
Gender equality	6	4.3
Job experience	8	5.7
No response	30	21.3
	141	100

Source: Researcher, 2014

The study sought to know the policies used by Chemilil Sugar Company in employing technological personnel. Majority 74(52.5%) said they use 30/70% rule, 18(12.8%) said they use academic qualifications, 8(5.7%) said job experience, 6(4.3%) said gender equality, 5(3.5%) said age while 30(21.3%) of the respondent did not respond. The results imply that the most common policy used in employing technological staff is the constitutional $^{30}/_{70}$% rule.

Women employees agreed by 52.5% that 70/30 percent rule was used by the company. This is a policy that was put forward by the Kenyan constitution promulgated in August, 2010. It states that for every group that is to be employed by any company, 30 percent should be female and seventy percent should be male in order to promote gender equity at the work place.

4.5.2 If the Laid Down Policies Are Adhered To

Table 4.25 If the Laid Down Policies

Laid down policies	Frequency	Percent (%)
Yes	37	26.2
No	98	69.5
No response	6	4.3
Total	141	100

Source: Researcher, 2013

The study sought to establish if the respondents felt that the recruitment department should stick to the laid down policies for employing technology personnel. Majority 98(69.5%) did not agree, 37(26.2%) agreed while 6(4.3%) of the respondents did not respond as shown in table 4.25.

Majority of the female employees disagreed 98(69.5%) that the policies laid down are adhered to. This could be attributed to the fact that most female interviewees were not always selected because they didn't have the required job requirements i.e. academic qualifications, experience etc. In addition, men were favored in the recruitment and placement of technological jobs.

Interview results from management staff supported the fact that they are existing policies regarding recruitment and placement of women employees in technological jobs in the company. The management staff listed some of the policies as those relating to age, experience, academic qualifications and $^{30}/_{70}$% rule on recruitment. Two of the interviewees said that interviewing panels are strict on ensuring there is no bias at all

during recruitment. However, at the time the study was conducted the ratio of women employees to men employees was 16% to 84%. The interviewees also supported the fact that there were policies regarding accidents and other welfare matters such as sick leave, medical cover and workman compensation incase of accident.

CHAPTER FIVE: SUMMARY FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 OVERVIEW

This chapter summarizes the findings of the study and then discusses them based on the research objectives. Conclusions are drawn from the findings and recommendations made based on the conclusions.

5.2 SUMMARY FINDINGS

The findings of this study have been derived from the study objectives which were:

(i) To determine the levels of technological skills and qualifications possessed by women employees and their effects on recruitment and placement in the Sugar industry.

(ii) To examine the challenges faced by women employees taking technologically based jobs and their effects on recruitment and placement in the Sugar industry.

(iii) To establish policies put in place by the Sugar industry to support equitable distribution of technologically based jobs and their effects on recruitment and placement of women.

The findings presented below have been based on these objectives.

5.2.1 Levels of Women's Technological Knowledge

Concerning the levels of women's technological knowledge, the study found that most of the women employed at Chemilil sugar company had attained diploma level of technological knowledge 75(53.2%) followed by certificate 46(32.6%) which affects

their recruitment and placement in technological jobs where most women hold low key jobs.

5.2.2 Challenges facing women taking different technological jobs

On the challenges facing women taking different technological jobs, the study identified the challenges as including family responsibilities, women being not as aggressive as men, inadequate workplace support, cultural beliefs, accidents, inadequate finances and uneven playing ground.

5.2.3 Policies put in place to support equitable distribution of technological jobs

Regarding policies put in place to support equitable distribution of technological jobs, the study found that Chemilil sugar company had policies that supported equitable distribution of jobs (supported by 80.1% of the respondents). It was further found that the 30/70 percent rule was being followed. However, the study established that although the policies for equitable distribution of jobs were in place, they were not being adhered to with only a paltry 26.2% of the respondents supporting while 69.3% responded no. The results show that major policies were not being adhered to this was mainly attributed to tribalism, corruption, bias towards men, and women lacking the right qualifications.

5.3 Discussions of Findings

The first objective of this study was to determine the levels of technological skills and qualifications possessed by women employees and their effects on recruitment and placement in the Sugar industry. The study found that most of the women employed at Chemilil Sugar Company had attained diploma level of technological knowledge followed by certificate which determines their recruitment and placement in

technological jobs whereby most women hold low key jobs. These are supported by Catherine Ashcraft (2010) who says that women do not access technological jobs owing to inferior qualifications.

The second objective of the study was to examine the challenges faced by women employees taking technologically based jobs and their effects on recruitment and placement in the Sugar industry. The study identified the challenges as including family responsibilities, women being not as aggressive as men, inadequate workplace support cultural beliefs accidents, inadequate finances and uneven playing ground. These results are supported by Wood (2004) who lists the barriers to women accessing technology as discrimination, family engagements, communication and lack of facilities. The results are further supported by Eitzen (2000) who says cultural beliefs also discriminate against women.

The third objective was to establish policies put in place by the Sugar industry to support equitable distribution of technologically based jobs and their effects on recruitment and placement of women. The outcomes agree with World Bank Report (2004) which says information technology has brought employment gains for women. The $^{30}/_{70}$% (Table 4.24)rule which was supported by 74(52.5%) of the respondents supported this World Bank Report.

5.4 Conclusions

From the above summary findings the study concluded that women's technological education is still low as most of them had diploma level of education. This was hampering their recruitment and placement in technological jobs.

As regards challenges facing women taking up technological jobs the study concluded that the challenges were many and varied. These challenges included biasness, cultural issues, corruption, education and training background among others. Because of these challenges fewer women were taking technological jobs.

Regarding the levels of technological skills and qualifications possessed by women employees the study concluded that women had low skills and qualifications for technical jobs. Hence they tended to occupy lower cadre jobs in the company.

On the policies put in place to support equitable distribution of technological jobs the study concluded the company had the right guidelines in place to ensure fair distribution of technological jobs. However, these policies were not being implemented as expected. Furthermore, the company had implemented the $^{30}/_{70}$ prevent rule as required by the current Kenyan constitution.

5.5 Recommendation

In view of the above conclusions, this study makes several recommendations about effects of technology on recruitment and placement of women in technological jobs among them are: need for women to be encouraged to pursue higher education and training in technological jobs. This encouragement could include provision of financial assistance.

There is need to review recruitment and placement policies to ensure rules on equitable distribution of jobs should be implemented to the letter. If need be the rules should be reviewed and all impediments affecting their implementation removed.

Finally the challenges that form barriers to women's entry in technological jobs should be removed through education, training and mentoring among others. Cultural practices that discriminate against women in technological jobs should be reviewed and aligned with modern trends in employment.

5.6 Suggestions for Further Study

This study was confined to women employees at Chemilil Sugar Company and focused the effects of technology on recruitment and placement of women. Thus there were other areas such as attitude of women employees which was not investigated in the study. Hence, it is suggested that a further study be conducted to find out the perception of women towards advanced technological jobs.

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APPENDIX I: QUESTIONNAIRE

Please tick or fill in the blank spaces as appropriate.

Section A: General Information

1. Age

Below 25 yrs ☐

26-30yrs ☐

31-40yrs ☐

Above 40 yrs ☐

2. You Gender?

Male ☐ Female ☐

2. What is your marital status?

Single ☐ Married ☐ Divorced ☐ Widowed ☐

3. Highest level of education attained.

Primary ☐ Secondary ☐ College ☐ University ☐

4. Number of years in operation

Less than 5 years ☐ 5-10 years ☐ above 10 years ☐

5. Area of operation:

Service ☐ Manufacturing ☐ Commerce ☐

6. What are the types of Technology accessed by womèñ in Chemilil Sugar Company?

Computers [ ] forklifts [ ] tractors [ ]

Section B: Level of Technological Knowledge

1. What is your level of education in Technology?

Certificate [ ] Degree [ ] Diploma [ ] Masters [ ]

Any other [ ]

2. To what extend are you familiar with the technological operations of the machine you deal with

Very familiar [ ] Familiar [ ] Moderately familiar [ ]

Not very familiar [ ] Not familiar at all [ ]

3. What types of technological machines do you deal with in the company?

Computers [ ] Forklifts [ ] Automated machines [ ]

Tractors [ ] any other (specify) [ ]

4. Which of the following resources are available for you about the use of different machines in your organization?

Books [ ] Hand outs [ ] Manual [ ] Posters [ ]

Any other [ ]

5. Do you receive any training after being recruited by the company?

Yes [ ] No [ ]

If yes which type of training?.....

On the job training [ ] off the job training [ ]

6. And after how long does the training exercise repeat itself

Frequently [ ] Not at all [ ]

7. Before joining the company what was considered during your interview and placement?

……
……
……
……..

Section C: Challenges Facing Women Taking Different Technological Jobs

1. What is your attitude towards women's access and utilization technology?

   Very positive ☐ Positive ☐ Undecided ☐ Negative ☐ Very negative ☐

2. The following items seek to find the socio-cultural barriers hindering women's technological competence? Please tick the statement that agrees with your opinion.

Statement	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Increased family responsibilities at home make women have unlimited time at their disposal to attend to technological jobs					
Women are not an aggressive as men and as such do not fit well in the technology wagon					
Unequal support for men and women in education thus women lack the opportunities to access and acquire technological training					
Cultural attitudes discriminate against women's access no technology and technology					

education					
It is more problematic for women to use technological facilities because they are viewed as weak and unreliable					

3. How much has your access to and utilization of Technology contributed in promoting female recruitment and placement on technology related jobs?

   Nil ☐ Very minimal ☐ Minimal ☐ High ☐ Very high ☐

4. Which steps are taken by the company incase you are involved in an accident?

   Termination [ ] Compensation [ ] Treatment [ ]

   Any other (specify)……

   ……

   …

5. Which of the following is a constraint that faces women as they enter the technological related jobs with reference to your area of operation?

   Lack of initiative from government ☐ Lack of support from NGO's ☐

   Women commitment ☐ Lack of financial resources ☐

   Poor educational and training background ☐ Women motivation ☐

   Resources not provided ☐

   Unequal playing field with men ☐ Forced participation ☐

   Any other (specify)……..

6. How do your male counterparts treat you in your areas of operation?

   Discriminate [ ] Discourage [ ] Support [ ]

   None of the above [ ]

Section D: Policies put in place to support equitable distribution of technological jobs

1. Does the company have policies for employing technology personnel?
   Yes [ ] No [ ]
2. Do you think the recruitment department sticks to the laid down policies?
   Yes [ ] No [ ]
   If yes explain how……..
   ……
   ……
   …….

**** End of Questionnaire****

Thank you for taking your time to fill in the Questionnaire.

APPENDIX II: INTERVIEW GUIDES FOR ADMINISTRATORS

1. Your gender

   Male [ ] Female [ ]

2. Please indicate your length of service in the following organizations.

   1 – 5 years [ ] 6-10 years [ ] 11-15 years [ ] 16 years and above [ ]

3. Which department are you based in?

   Finance [ ] Agriculture [ ] Sales and marketing [ ] Human Resource [ ]

   Factory operations [ ] Any other (specify)……

4. Are there existing policies regarding recruitment and placement of women employees in Technological Jobs in your organization?

   Yes [ ] No [ ]

   b) If yes, indicate the policies that are there (outline them below)

   _____

   _____

   _____

   _____

5. What do you do to ensure that the policies set are adhered to?_____

   _____

   _____

   _____

6. Do men stand the same chance as women when being recruited for the same technological based jobs?

   Yes [ ] No [ ]

7. Which basis do you use to recruit your female employees in the technological related jobs?

   Experience [ ] Qualifications [ ]

   Any other (specify)_____

_____

_____

8. What the employees gender population at your workplace (indicate in terms of percentage)

   Male [ ] Female [ ]

9. What policies have you put in place that guard women employees incase they are involved in accidents at the work place?_____

   _____

   _____

10. Are there any complains you receive from your female employees who take technologically based jobs?

    Yes [ ] No [ ]

    If Yes explain further_____

    _____

    _____

APPENDIX III: Research Authorization By Moi University SHRD

APPENDIX III

MOI UNIVERSITY
SCHOOL OF HUMAN RESOURCE DEVELOPMENT
DEAN'S OFFICE

P.O. Box 3900
ELDORET
KENYA

REF: MU/SHRD/PG/77

9th Nov, 2011

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: AMUKHUMA MAUREEN BULIMO - SHRD/PGH/17/10

This is to confirm that the above named is a postgraduate student in the department of Development Studies, School of Human Resource Development taking an M.Phil course in Human Resource Development.

She has successfully finished her coursework, submitted her Proposal for examination entitled *"Technology on the Recruitment and Placement of Women Employees in the Sugar Industry, Kenya"* and has proceeded for her research.

She is expected to finish and graduate later.

Any assistance accorded to her will be highly appreciated.

Yours faithfully,

DR. J. KWONYIKE
DEAN, SCHOOL OF HUMAN RESOURCE DEVELOPMENT

APPENDIX IV: Research Permit by the National Council of Science and Technology

APPENDIX IV

Appendix V: Research Authorization by NCST

APPENDIX V

REPUBLIC OF KENYA

NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

Telegrams: "SCIENCETECH", Nairobi
Telephone: 254-020-241349, 2213102
254-020-310571, 2213123
Fax: 254-020-2213215, 318245, 318249
When replying please quote

P.O. Box 30623-00100
NAIROBI-KENYA
Website: www.ncst.go.ke

Our Ref: NCST/RRI/12/1/SS-011/1685

Date: 15th December, 2011

Maureen Bulimo Amakhunu
Moi University
P. O. Box 3900
ELDORET

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Technology on the recruitment and placement of women employees in the sugar industry, Kenya*" I am pleased to inform you that you have been authorized to undertake research in **Nyanza Province** for a period ending *31st December, 2012.*

You are advised to report to **the Selected Chief Executive Officers of the sugar companies before** embarking on the research project.

On completion of the research, you are expected to submit **one hard copy and one soft copy** of the research report/thesis to our office.

Dr. M. K. Rugutt, Ph.D, HSC
DEPUTY COUNCIL SECRETARY

Copy to:

The Selected CEO'S
Sugar Manufacturing Companies

Appendix Vi: Research Authorization by DC Muhoroni District

APPENDIX VI

OFFICE OF THE PRESIDENT

Telegrams: .....
Telephone: .....
Fax : 020-2393643
Email:dcmhm2396@gmail.com.
When replying please quote
Ref:No.MHN/ED/17/VOL.I/16

DISTRICT COMMISSIONER
MUHORONI DISTRICT
P.O. BOX 17-40107
CHEMELIL

19th January, 2017

The Ag. Managing Director
Chemelil Sugar Company Ltd.
P.O Box 177,
MUHORONI

RE: RESEARCH AUTHORIZATION.

This is to inform you that **Maureen Bulimo Amulduma** of ID No. **24675376**, a student of Moi University Eldoret Reg. NO: **SHRD/PGII/17/10** has been authorized to under take a research within Chemelil Sugar Company in Muhoroni District.

The research topic is on **"Technology on Recruitment and Placement of women employees in the Sugar Industry, Kenya".**

Kindly accord her the necessary support.

DISTRICT COMMISSIONER
MUHORONI DISTRICT.

GRACE A. OUMA
FOR: DISTRICT COMMISSIONER,
MUHORONI DISTRICT.

CC. - District Officer,
Muhoroni Division.

Chief- Chemelil Location.

Maureen Bulimo Amulduma

Appendix Vii: Research Authorization by Chemilil Sugar Company

APPENDIX VII

CHEMELIL SUGAR COMPANY LIMITED

[illegible]

Our Ref: [illegible]

30th January, 2012

Ms. Maureen Buleno [illegible]
P.O. Box [illegible]
[illegible]

Dear Madam,

RE: REQUEST TO CONDUCT ACADEMIC RESEARCH

[illegible] to the letter dated [illegible] January, 2012 from the District Commissioner, Muhoroni [illegible] the above subject.

This is to inform you that your request to carry out research within the company on the topic "Technology on Recruitment and Placement of women employees in the Sugar Industry, Kenya" has been granted.

You will be expected to surrender a copy of your final research to Training Office for record.

Wishing you success in your research.

Yours faithfully,
For: CHEMELIL SUGAR COMPANY LIMITED

J. KIPKERING
HEAD OF HUMAN RESOURCE