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GISHU COUNTY**

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## GENDER SENSITIVITY AND PERFORMANCE OF COUNTY GOVERNMENT SELECTED PROJECTS IN UASIN GISHU COUNTY

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### ABSTRACT

*On the global scene, Women project leadership is of great interest to researchers in Africa and the entire world. Considerably, both in developed and developing economies, there have been less women given chance for leadership duties. There is a great need for such economies to involve women as leaders in various organizations especially in public organizations. Most scholars have done studies on the capabilities of women being leaders and results and the response has been positive though some scholars find the positivity insignificant that results into doubt of where the truth can emanate from. Hence the scenario gives rise to have study on the engendered practice and performance on County governments. The purpose of the study was to examine the influence of gender sensitivity on performance of County Government projects in Uasin Gishu County. This study applied descriptive survey research design. The study used a structured questionnaire on collection of primary data from the County Government Projects of Uasin Gishu County; Kenya. Pilot study was done on the County Government of Kakamega; Kenya, hence this enabled for testing of the reliability and validity of the research instrument. The study descriptive and inferential statistics was analyzed by use of SPSS software version 24, further; a regression equation model was developed to test the relationships between the variables. The results of the findings indicated Engendered Leadership Practices influenced Performance of the County Government of Uasin Gishu; Kenya. In terms of influence and significance; Gender Sensitivity Practice had significance influence on Performance. The study recommended for County Governments to embrace the use of Gender Sensitivity Practice since it improves the Performance. The study recommended for further studies on the same considering same variables but different methodologies.*

**Key words:** Gender Sensitivity, Engendered Practices, Performance

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## INTRODUCTION

The measures of leadership performance were efficiency and effectiveness, and customer satisfaction. Numerous studies have affirmed that there are positive contributions of women leaders to actively pursue the involvement of women in organizational leadership (Kezar, 2014; Catalyst, 2013; Post, 2015; Helgesen & Johnson, 2010). Further, many scholars among them; Strom, D'Espallier and Mersland (2014) assert that women leaders have often been engaged in continuous progress of organizational performance. This is by ensuring that their goals have been achieved within the certain periods of time. This means that these leaders strive to ensure that positive outcomes have been achieved in order to prove their worth as effective leaders.

The international community has made a number of commitments to promote gender equality and eliminate discrimination against women over the last few decades, including the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and Platform for Action (1995), and the Millennium Summit (2000). The goal of these initiatives was to empower women in global, regional, and national development projects. Member States endorsed the Platform for Action and the outcome of the General Assembly's twenty-third extraordinary session as critical contributions to achieving internationally agreed development goals, including those outlined in the Millennium Declaration, at the 2005 World Summit.

In Kenya, women involvement in leadership is specifically recognized by the Constitution of Kenya, 2010. The Constitution states that women have served and need to continue to participate significantly in the success of public corporations and the country in general. Women leadership has been of much debate and is just one of the key concepts that researchers have narrowed on. Commonwealth Plan of Action for Gender Equality (2005-2015) endorsed a 30 per cent representation of women in senior positions. For example, Kenya

intended to have a target of 24 per cent by 2017 spearheaded by industry and Capital Markets Authority (CMA) (Daily Nation, 2014, 16). Equally, a 2015 research by the African Development Bank (AFD), Kenya scored the highest at 19.8 per cent representation compared to 17.4 per cent in South Africa and 16.9 per cent in Botswana.

Substantive efforts have been made in Kenya to improve gender equity in decision making. This was by enhancing women representation in high-level corporate leadership. For example, the Strathmore Governance Centre and the Coady Institute of St Francis Xavier University in Canada, hosted the first residency of African Women's Leadership and Mentoring Initiative (IGAD, 2010). The meeting focused on new strategies to ensure more women are inspired to seek leadership positions. Consequently, this idea was first conceptualized in 2008 and it was designed to nurture and develop a new cadre of African women leaders.

In Kenya, women represent approximately 52 per cent of the total population and therefore play a key role economic development and a quest for global competitiveness (Stouracova, 2016). For example, seven companies (12%) have a female Chief Executive Officer (CEO): British American tobacco Kenya, Diamond Trust Bank (DTB) Kenya, KenGen, Limuru Tea (Gender Equality in Kenya, Special Report November, 2019). The Kenyan society is patriarchal where men do not give women challenging leadership tasks; especially responsibilities concerned with making autonomous decisions making (Njiru, 2013). It can be noted that Article 27(8) of the Kenya Constitution 2010 obliges the State to implement the principle that requires not more than two-thirds of the members of elective or appointive bodies shall be of the same gender. Interestingly, employment leaves the women to tussle in the informal segment which offers minimal wages which are insufficient for the women to sustain their families.

Abu-Tineh (2012) asserts that the absence of women in top governance positions in various countries world over is a telling sign that there exist

challenges that women often face. Equally, in Kenya, women occupy only 44 out of 462 seats on the boards of the 55 companies listed on Nairobi Securities Exchange (NSE) (Capital Markets Authority (CMA). This is noted in a study by Jebessa, Amentie, Kaushik and Akessa (2015) that low involvement of women leadership positions is attributed to different personal, societal and organizational factors. In Kenya, although there have been milestones achieved on gender activism and sensitization of engagement of women in leaders in public corporations, there has been no clear link to women leadership performance (Kamau, 2010). Due to absence of this literature, this study sought to fill this knowledge gap and measure the effect of perceptions, competency skills, workplace policies and role models on women leadership performance.

#### **Statement of the problem**

Despite the fact that leadership has been thoroughly investigated, fostered leadership techniques remains a contentious topic that requires further exploration on women. Alameeri, Alshurideh, Kurdi and Salloum (2020) conducted theoretical and empirical research on the differences between male and female leadership and hence concluded that, while the differences are minor, women are more successful leaders than males. On the other hand, several investigations have shown no gender differences. As a result, the literature provides a lot of room for discussion on how leadership is gendered, or how gender sensitivity influences the relationship between leadership and psychological outcomes. In the United States of America, for example, 73.5 percent of full-time authorities and administrators are men, while 26.5 percent are women. Women are clearly present in large numbers in education, business and industry, and government, yet they are disproportionately under-represented in administrative and leadership roles in these organizations (Solomon, 2018).

Despite the Kenyan government's apparent efforts since independence in 1964, there has been a

knowledge gap. This is due to the fact that women are still marginalized in many ways. This is due to the fact that their influence on gender sensitivity decision-making is minimal. Barngetuny (2008) showed that women are considered as 'unsuitable' for leadership due to commonly held notions of their natural feminine qualities in a study of female principals in Kenya. Unfortunately, in an environment where all effort is required, this trend has seen enormous potential women leaders' attributes go untapped (Njiru, 2013). This explains why women make up such a small share of top project leadership roles in Kenyan county government initiatives. This study attempts to bridge the knowledge gap in analyzing the impact of fostered Gender Sensitivity practice on Performance of county government projects in Uasin Gishu.

#### **Objective of the Study**

The objective of the study was to examine the influence of gender sensitivity on performance of county government projects in Uasin Gishu County. The study was guided by the following research hypothesis;

- **H<sub>01</sub>:** Gender sensitivity does not significantly influence performance of county government projects in Uasin Gishu County.

#### **LITERATURE REVIEW**

##### **Theoretical review**

##### **Role Congruity Theory**

Role Congruity Theory was proposed by Eagly (1987). The aspect of bias toward female leaders is addressed by role congruity theory (Eagly, 1987). According to the study, there are two types of discrimination caused by perceived inconsistencies between women's leadership responsibilities and their representation. The first type of prejudice that role congruity theory predicts is important for effective leadership comes from gender roles' descriptive traditions. It refers to views about women's characteristics that differ from those expected of leaders (Eagly & Karau, 2002). This is

due to contradictions between female- stereotyped individualities commonly attributed to women and the agentic qualities required of a leader (Eagly & Johannesen-Schmidt, 2001).

The second sort of discrimination manifests itself in less positive assessments of agentic behaviors of women in leadership positions compared to comparable male norms. Agentic qualities are a set of attributes associated with aggressive and dominating behavior that are more typically associated with men (Eagly, 1987). This sort of discrimination stems from a perceived contradiction between the female stereotype and the qualities required for effective leadership. According to Role Congruity Theory (Eagly & Diekmann, 2005), when a group is favourably weighed, its features are recognised and support the group's regular social roles. The second type stems from preconceptions about how women should act.

This sort of bias stems from a woman's agentic behavior that deviates from stereotype-based prescriptions for acceptable female behavior (Eagly & Karau, 2002). According to Role Congruity Theory, female leaders are disadvantaged because of perceived inconsistencies between masculine ideals and the desirable attributes associated with feminine gender roles (Elsaid & Elsaid 2011). According to this research, if women exhibited masculine attributes comparable to male leaders, they would appear to be contradicting their gender. Elsaid and Elsaid (2011) confirm that when women exhibit gender-congruent features, they are generally regarded far higher in terms of leadership. Professional women who conduct themselves in a competent, confident manner may face negative societal consequences as a result of being viewed as lacking in interpersonal skills (Rudman & Phelan, 2010).

The Role Congruity Theory is useful in this research because it demonstrates that acknowledging the contributions of women leaders today is still difficult. This idea is about a person's aptitude for a role in society, which is decided by the perceived difference between his or her ascribed role

attributes and the role she wants to attain (Rudman & Phelan, 2010). This is due to the widespread belief that women are less capable of leading, displaying their strengths, and engaging in community, empathetic behavior. This idea illustrates that stereotyped attitudes held by women are often communal in nature in the context of this study.

### **Resource-Based Theory**

In 1984, Wernerfelt was a proponent of the hypothesis. A company's numerous production processes necessitate resources, which come in the form of money, skilled people, patents, talented managers, equipment, and financing. Tangible and intangible resources are the two sorts of resources. As the organization's effectiveness grows, so do the allocated resources. The resource-based approach, according to Kellen et al. (2012), is widely utilized in project management because it assesses the usefulness of resources incorporated to create competitive advantage. Because of its soundness, simplicity, and appealing fundamental message, the theory becomes one of the most influential theories in project management literature (Kraaijenbrink et al., 2010).

Nonetheless, these benefits are hotly debated. According to Truijens (2013), scholars who oppose the theory's application frequently critique the theory's application in areas connected to its definition based on empirical methodology, conceptual framework, and concept flaws.

The theory aids in recognizing the value of available resources in project execution, aids in project selection, and effectively implements a project through prioritization. It is vital to emphasize that the projects as they are operationalized in the study are a collection of resources made up of diverse financial, physical, material, and human capacities. The notion is based on the fact that resources are constrained in terms of mobility and homogeneity; as a result, the organization has the power to transform resources and capabilities into a competitive advantage as long as they are valuable, unique, and scarce. The resource theory examines



internal capabilities when designing strategy to help achieve a sustainable advantage in industries and marketplaces. When an organization is viewed as a collection of resources and capabilities that are modified to achieve a competitive advantage, the capabilities within the organization are used to determine its ability to compete in its external environment. In some cases, however, the capabilities of the organization may help it to create new markets by adding value to its customers.

Earlier versions of the resource-based theory placed a strong emphasis on resources that were tied to the organization's internal resources and developed over time. When organizational borders and the environment are fluid, the focus moves from resources to the ability to form alliances and networks, because getting resources can be just as successful as producing them. Many alliances have formed in the global economy, particularly between prominent institutions and the rest of the globe. The organization's future success will be determined exclusively by its capacity to establish worldwide networks as a source of revenue.

The failure to account adequately for the management process is one of the resource-based theory's flaws and a major source of criticism. According to Simon, Hitt, and Ireland (2007), resource models developed later depict this process as encompassing resource portfolios, establishing capabilities, and exploiting available capabilities for value to consumers, all in the pursuit of a competitive edge. As the environment becomes more uncertain and competitive, managers of organizational institutions are faced with larger and larger tasks. There are now no fixed salaries, and additional players, such as consulting firms, have entered the project management market, increasing competition.

As a result, institutions must be appropriately managed as commercial enterprises, necessitating the development of improved mental models by senior management teams. Managerial qualities that can shape and sense opportunities, seize them,

and reshape actual and intangible assets are required in today's arena.

The managerial strategy entails utilizing and growing the organization's distinctive resources and competencies in a continual process of strengthening and preserving them.

According to the notion, organizations pursue strategies that are not being pursued by other competitive organizations for the sake of advantage and convenience. This means that the strategies must be uncommon, difficult to imitate, or difficult to replace.

According to the notion, a business can create and develop skills over a long period of time in comparison to its competitors, thereby establishing a brand of performance.

It also predicts that strategic resources and capabilities will enable firms to function well.

#### **Gender and Development Approach**

Gender and development technique began in the 1980s as a replacement for the old Women in Development (WID) methodology, which focused on isolated women. It stems from socialist feminism and has bridged the gap created by modernization theorists by linking production and reproduction relations and taking into account every aspect of women's lives (Nyachieng'a, 2011). It emphasizes gender relations while devising ways to "assist" females in the development process by stating that they cannot be treated individually (Jaquette, 1982).

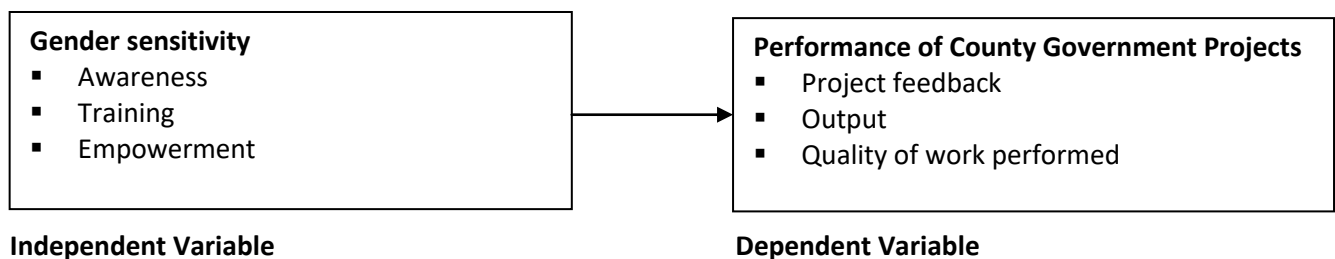
This approach, according to Young (1987), takes into account "the full of social structure, economic, and political activity in order to understand the molding of certain parts of Society." This means that it is concerned not only with women, but also with the social construction of gender, the delegation of specific duties, tasks, and hopes to women and men, and the underlying assumptions that come from these conceptions. The GAD approach stresses the government's role in supporting women's liberation, seeing it as the

government's responsibility to provide some of the social amenities that females in numerous states have provided on a private and personal basis. Females are viewed as agents of change in this technique, rather than passive recipients of development.

This method is crucial in this study because it explains the significant link that exists between performance and gender roles. It elucidates the importance of social, political, and economic systems in defining men's and women's roles. This perspective also considers the emancipation of women, who have traditionally been treated as second-class citizens to men, as a collective

obligation that includes the state, men, and even the women themselves.

This method is crucial for understanding the issues that drive gender equality in management and governance, as well as designing strategies for achieving gender equality. The study's applicability of this hypothesis is based on the fact that women's participation in county development projects is mostly determined by their status in the broader public. Women's educational status, culturally accepted gender roles, and even financial status are all factors that influence their participation in community development programs.



**Figure 1: Conceptual Framework**

**Review of study variables**

**Gender Sensitivity and Performance**

Gender equality initiative refers to the equal treatment of women and men including equal pay for equal work, equal access to promotion opportunities, flexibility in working arrangements and equal composition of employees in the workplace. A number of empirical studies have been conducted which have established that there is a link between gender equality initiative and the performance of employees in the workplace. Despite the fact that many workplaces have implemented programs dealing with the diversity and inclusion of gender, the attainment of gender equality in organizations has been slow and remains a mirage for many. Therefore, the optimization of female talents and leveraging of diversity is critical towards ensuring the realization of gender equality and sustainable development, (Kaur, Jauhar & Mohaidin, 2017)

One of the biggest challenges facing organizations today is the issue of gender mainstreaming initiatives, which continues being an important determinant of employee effectiveness within organizations. Gender inequality, has for a long time continued affecting the performance of employees in the workplace (Obiero, 2014). Studies conducted on gender mainstreaming initiatives have found that gender equality initiative influence employee performance in the workplace. Gender mainstreaming has over the years been adopted as a novel approach of bringing about gender relations transformation in all aspects of development. However, its potential to bring about change normally seems to get lost during the implementation processes, while at the same time, efforts aimed at mainstreaming gender into programs seems to be yielding minimal results ( Kisianga’ani,2016). According to Paton (2014) governments have adopted gender mainstreaming

strategies to help them attain gender equality and improve women's well-being socially, politically and economically since the 1990's, its uneven implementation still persists in countries globally.

Progress towards eradicating gender inequalities in the workplace have been met with a lot of impediments globally. Findings from a study conducted in Malaysia show that the process of attaining gender equality in the Malaysian workplace is still slow despite efforts towards ensuring the implementation of gender diversity and inclusion programs within organizations. At the same time, loss of motivation at work coupled with employee job dissatisfaction normally negatively impacts on performance at the workplace. In a study conducted to assess how job satisfaction and motivation affects the performance of employees in Kuningan, South Jakarta, established that highly motivated employees who were satisfied with their jobs normally perform better than those who are not (Hurley & Choudhary, 2016).

In the UK, many competent women are normally forced to make a compromise between their family and workplace responsibilities by opting for lower-level part-time jobs which offer inferior grades and remuneration, and fewer training and growth opportunities, as well as lower retirement pension. Australian organizations are normally faced with challenges on how to handle issues of gender and mature age among employees. In a study by Ositiyo (2018) it was concluded that the issues of gender and mature employees in the workplace required. Studies have insinuated that gender responsiveness in organizations normally leads to improved performance of employees. Noting that gender inequity has hindered the achievement of health equity globally, Sabharwal (2015) posit that gender responsiveness within a program or policy can help reduce health inequities related to gender while at the same time enhancing the acceptance, relevance and success of health promotion initiatives.

In another study conducted Steyn and Jackson (2015) among 1740 employees in South Africa to assess whether job grading and salaries for male

and female employees were varied on the basis of gender, as opposed to quantifiable variables, it was found that male employees held higher positions and salaries compared to their female counterparts although the difference was statistically insignificant. Despite efforts put into place by organizations to stamp out sexual harassment in the workplace, a study conducted by Mendez, Snyder, Scherer and Fisher (2012) in the US found that the vice is still rampant in organizations. The study established that employees who reported on poor relations between the lower cadre staff and management faced higher chances of being sexually harassed within the workplace. The study which was conducted on 3,530 male and female employees found that issues of poor performance, poor time management and insufficient support by the administration increased the risk of junior staff being sexually harassed particularly by their senior colleagues (Menendez, et al., 2012)

Married and older women have for years been kept away from journalism practice and particularly the senior management levels as a result of hostile working environments. Melki and Faith (2015) cite sexual harassment and gender discrimination practices; institutional policies and cultures that are hostile to women with families; and a patriarchal cultural mentality as some the factors that have over the years led to the discrimination of women. Although many media organizations have gender mainstreaming policies, Mugwe (2012) however notes that there has been either little or no indication of initiatives to ensure opportunities in employment, training and advancement are given equally to both women and men in Kenya. In a related study, Okono (2013) recommended that management in organizations should spearhead the development of gender responsive policies towards ensuring that discrimination with regard to recruitment, promotion, and division of labor is eliminated; since this would result in more qualified women competing for senior positions and being recruited into leadership positions. The study which was conducted in Kenya further points to the fact



that many female journalists in fulltime employment are ignorant of institutional policies including policies on sexual harassment, maternity leave and gender parity in recruitment.

## METHODOLOGY

Descriptive research survey design was therefore used to determine an association between the conceptualized independent and dependent variables as shown in the study's conceptual model. This study targeted 963 employees of the projects in the County Government of Uasin Gishu; Kenya. A sampling frame is a list of all the items in the population (Cooper & Schinder, (2007). That is, it is a complete list of everyone or everything you want to study or a list of things that you draw a sample from. In this study it consisted of employees of Projects of the County Government of Uasin Gishu; Kenya. The study sample size was determined using Taro Yamane's proportional sampling technique formula. The importance of this expression is that it gives a researcher the required sampling interval for a given population and a known sample. Therefore a sample size has been calculated as per Taro Yamane's proportional sampling technique formula. The study employed stratified sampling technique to determine a sample of 99 employees of the projects in the County Government of Uasin Gishu; Kenya. Primary data was collected by means of self-administered questionnaires. The questionnaires had structured questions for the respondents to answer. Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences (SPSS).version 24 software. Descriptive statistics such as frequencies and percentages as well as measures of central tendency (means) and dispersion (standard deviation) was used. Data was also organized into graphs and tables for easy reference. Further, inferential statistics such as regression and correlation analyses was used to determine both the nature and the strength of the relationship between the dependent and independent variables. Correlation analysis is

usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. SPSS version 24 is the analysis computer software that was used to compute statistical data.

Study conceptualized Regression Model;

$$y = \beta_0 + \beta_1 X_1 + \varepsilon$$

y = Performance

$\beta_0$  = Constant

$X_1$  = Gender Sensitivity

{ $\beta_1$ } = Beta coefficients

$\varepsilon$  = the error term

## FINDINGS AND DISCUSSIONS

The study involved 99 questionnaires being dispatched for data collection, 97 questionnaires were returned completely filled, representing a response rate of 98% which was good for generalizability of the research findings to a wider population.

### Descriptive Statistics

#### Descriptive statistics: Management Leadership Style on Employee Satisfaction

32 (33%) of the respondents strongly disagreed that gender plays a role in the appointment of women in senior leadership roles, 37 (38.1%) disagreed, 16 (16.5%) agreed while 8 (8.2%) strongly agreed. The results shows that majority of the respondents felt that appointment of women in senior leadership roles in the county projects was not based on gender. Similar studies indicate that gender sensitivity in development initiatives at the national and county levels requires ensuring the availability of female leadership, particularly in regions where women are uncomfortable with or cannot be seen by a male provider (Qureshi & Shaikh, 2007). Furthermore, women's parts of projects, such as healthy demands, are thought to be more sensitive by female providers, and a lack of female providers can be a source of contention in a woman's healthcare-seeking behavior (Celik, et al., 2011; Ravindran, 2012). According to a study conducted in

rural Australia, female providers have more knowledge, skills, and confidence in assisting women than male providers (Brodrigg, Jackson, Fallon, & Hegney, 2007). Cowan *et al.* (2003) discovered that female leaders in fields such as clinicians were more focused on delivering alcohol and drug treatment to female clients than male clinicians.

29 (29.9%) of the respondents strongly disagreed that gender plays a role in the appointment of men in senior leadership roles, 37 (38.1%) disagreed, 9 (9.3%) agreed and 17 (17.5%) strongly agreed. The results shows that majority of the respondents felt that appointment of men in senior leadership roles in the county projects was not based on gender. 7 (7.2%) of the respondents strongly disagreed that the Project leadership refrains from discriminating against or stereotyping clients on the basis of sex or gender, 19 (19.6%) disagreed, 35 (36.1%) agreed while 23 (23.7%) strongly agreed. From the results it can be seen that majority of the projects that were been effected in the County refrained from discriminating against or stereotyping clients on the basis of sex or gender. EIGE (2016) agrees to this indicating that a gender sensitive policy, activity, or project is one that clearly outlines the roles of women and men in the project and ensures a balanced gender relationship through equal power distribution and sharing. Mechanisms are in place to address both women's and men's concerns.

Findings further indicated that 16 (16.5%) of the respondents strongly disagreed that clients are treated with equal respect, 12 (12.4%) disagreed, 36 (37.1%) agreed while 23 (23.7%) strongly disagreed. The results show that majority of the project treated clients with equal respects. This implies that there was sensitivity. 11 (11.3%) of the respondents strongly disagreed that gender sensitivity training is offered to all employees, 20 (20.6%) disagreed, 29 (29.9%) agreed while 31 (32%) strongly agreed. The results indicate that gender sensitivity training was being carried out during the implementation of the projects. This implies that the human personnel involved in the

projects were gender sensitive and therefore may have contributed to the successful implementation of the projects. 25 (25.8%) of the respondents strongly disagreed that there is provision of adequate female representation in the county projects within Uasin Gishu, 28 (28.9%) of them disagreed, 20 (20.6%) agreed while 17 (17.5%) strongly agreed. From the findings majority of the respondents felt that woman had not been represented well. However, as Verdonk, Benschop, De Haes, & Lagro-Janssen (2008) indicate it is crucial to emphasize that, while a gender is a significant factor in guaranteeing gender-sensitive treatment it is not the sole factor.

Contrary to the preceding findings male representation was adequate as indicated, 13 (13.4%) of the respondents strongly disagreed that there is provision of adequate male representation, 14 (14.4%) disagreed, 18 (18.6%) agreed while 44 (45.4%) strongly agreed. This result implies that more males were represented in leadership and departmental committees than females thus resulting to instances of insensitivity.

Respondents were asked to respond to the promotion of equity in leadership and management as far as recruitment to fill the vacant posts is concerned. 9 (9.3%) strongly disagreed that there is equity for women and men in leadership and management which is promoted through competitive selection and recruitment to fill vacant posts, 16 (16.5%) disagreed, 31 (32%) agreed while 34 (35.1%) strongly agreed. It is important to mention that this is a gender sensitive practice that can lead to any of the genders to be in the leadership position.

4 (4.1%) of the respondents strongly disagreed that equity for women and men in leadership and management is promoted through training men and women in management and supervision, 12 (12.4%) disagreed, 26 (26.8%) agreed while 35 (36.1%) strongly agreed. The results indicate that training was been undertaken as a gender sensitive practice in order to ensure equity in leadership and management. Studies have indicated that initiatives

to raise gender awareness are critical to creating an enabling atmosphere. According to one study, women leaders in India and South Africa were schooled on the need for and tactics for gender sensitization as a result of lobbying initiatives (Ravindran & Kelkar- Khambete, 2008). Institutional resistance and a lack of support from senior academics and male educators made changing the curriculum difficult. Furthermore, only a few faculty members at each institution had the necessary skills to teach gender and women's health concerns.

### Inferential Statistics

#### Pearson's Product Moment Correlation of Gender Sensitivity and performance

The Pearson's Product Moment Correlation coefficient was applied to check whether there is linear relationship between the variables. The correlation showed in the Table 1 below presents bivariate correlations between the study variables (gender sensitivity and performance of county government projects in Uasin Gishu County).

**Table 1: Pearson Correlation Results between Gender Sensitivity and Performance of County Projects**

		Correlations	
		Gender Sensitivity	Performance of County Projects
Gender Sensitivity	Pearson Correlation	1	.699**
	Sig. (2-tailed)		.000
	N	97	97
Performance of County Projects	Pearson Correlation	.699**	1
	Sig. (2-tailed)	.000	
	N	97	97

\*\* . Correlation is significant at the 0.01 level (2-tailed).

A Pearson correlation analysis was conducted between gender sensitivity and performance of County Projects in Uasin Gishu. The Wong and Hiew's standard was used to evaluate the strength of the relationship where coefficient between .10 and .29 represents a weak effect size, coefficients between .30 and .49 represents a moderate effect size and coefficient above .50 indicate a strong effect size (Wong & Hiew, 2015).

Table 1 presents the results of the correlation. The correlations were examined based on an alpha value of 0.05. A significant positive correlation was observed between gender sensitivity and performance of County Projects in Uasin Gishu  $r(97) = .699, p < 0.001$ . The correlation coefficient

between gender sensitivity and performance of County Projects in Uasin Gishu was .699 indicating a strong effect size. This correlation indicates that as gender sensitivity increases, performance of County Projects in Uasin Gishu tends to increase.

#### Simple Linear Regression Model of County Project Performance on Gender Sensitivity

A simple linear regression analysis was performed to test the relationship among independent variables (Gender sensitivity) on dependent variable (performance of county government projects in Uasin Gishu). The results are presented in Table 2.

**Table 2: Simple Linear Regression Analysis Model of County Project Performance on Gender Sensitivity**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 <sup>a</sup>	.489	.483	6.56131

a. Predictors: (Constant), Gender Sensitivity

b. Dependent Variable: County Project Performance

Table 2 presented the R value as .699. R represents a measure of correlation between the observed value and the predicted value which is the dependent variable. Therefore .699 is the correlation coefficient between the status of county project performance in Uasin Gishu County as reported by the respondents and the levels as would be predicted by the predictor variable gender sensitivity. In the simple linear regression model  $R^2 \times 100 = .489 \times 100\% = 48.9\%$  indicating that 48.9 % of the variance in the county project performance

(dependent variable) is explained by gender sensitivity (independent variable) in the study. The R-square value indicates that this model succeeds in predicting up to 48.9 % of the variation in the county project performance. Up to 48.9 % of the variation seen in the area under study is accounted for by gender sensitivity.

In order to test the robustness of the model ANOVA was carried out. The results were presented in Table 3.

**Table 3: Regression Model Goodness of Fit Test of County Project Performance on Gender Sensitivity**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3911.081	1	3911.081	90.848	.000 <sup>b</sup>
	Residual	4089.827	95	43.051		
	Total	8000.907	96			

a. Dependent Variable: County Project Performance

b. Predictors: (Constant), Gender Sensitivity

Regression model goodness of fit test results of county project performance on gender sensitivity was greatly significant (0.000) implying that the association among the independent variable and dependent variable is very strong. The table assesses the model's overall implications and since  $p < 0.05$ , the linear regression model used in this study is appropriate for the research. The regression equation is statistically sufficient to test

the relationship ( $F = 90.848$   $df = 1$ ;  $p = 0.05$ ) at 0.05 level of significance according to the ANOVA results of the linear regression analysis. The model's summary revealed that it can account for 48.9 percent of the difference in county project performance caused by variation in gender sensitivity. The coefficient resulting from the study is shown in Table 5.

**Table 5: Regression Coefficient for Gender Sensitivity**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-3.985	4.147		-.961	.339
Sensitivity	.855	.090	.699	9.531	.000

a. Dependent Variable: County Project Performance

The purpose of the simple linear regression test was to see if there was an association between gender sensitivity and county project performance in Uasin Gishu County. As a result, the equation  $Y = a + \beta_1 X_1$  created previously becomes:

$$Y = -3.985 + 0.855 X_1$$

Y is the dependent variable (county project performance)

$X_1$  is Gender Sensitivity

According to the simple linear regression equation established, taking into account all other variables, constant at zero, county project performance will be -3.985. The results of the data analysis also indicate that, a unit increase in gender sensitivity to the county projects will lead to a 0.855 (85.5%) increase in county project performance.

## Hypothesis One Testing

H<sub>01</sub>. Gender sensitivity does not significantly influence performance of county government projects in Uasin Gishu County

Using simple linear regression analysis, the null hypothesis was to be rejected at a 0.05 significance level. This is discussed in the following paragraphs;

The hypothesis (H<sub>01</sub>) stated that Gender sensitivity does not significantly influence performance of county government projects in Uasin Gishu County. Nevertheless results presented that gender sensitivity has a positive and significant influence on county project performance in Uasin Gishu County ( $\beta_1 = .669$ ,  $P < 0.05$ ). As a result, the hypothesis (H<sub>01</sub>) was rejected, which can be further clarified by examining the significance of the t – test, which revealed that the regression model would be attributed to the county project performance 9 times more than the effect of the standard error associated with the estimated coefficient ( $t = 9.531$ ). This implies therefore that gender sensitivity has a statistically significant effect on county project performance in Uasin Gishu.

The first hypothesis (H<sub>01</sub>) stated that gender sensitivity does not significantly influence performance of county government projects in Uasin Gishu County. However findings showed that gender sensitivity has a strong, positive and significant influence on performance of county government projects in Uasin Gishu ( $r = .699$ ,  $p < 0.001$ ). For the hypothesis test as presented, the p-value equals 0.000. This p-value was less than any reasonable significance level. Consequently, the present study rejected the null hypothesis and concludes that the relationship is statistically significant. The sample data support the notion that the relationship between the independent variable and dependent variable exists in the population of County Projects in Uasin Gishu County. Thus the hypothesis (H<sub>01</sub>) was rejected. This implies that gender sensitivity influences performance of County Projects Performance.

## CONCLUSIONS AND RECOMMENDATIONS

Findings indicated that gender sensitivity practices were carried out such as training, ensuring equal client respect. However it is critical to mention that regardless of such practices proportionate gender representation was not being achieved. Results showed that women representation was inadequate. The first research objective examined the influence of gender sensitivity on performance of County government Projects in Uasin Gishu County. The results showed that majority of the respondents felt that appointment of women and men in senior leadership roles in the county projects were not based on gender. The project leadership refrained from discriminating against or stereotyping clients on the basis of sex or gender.

Majority of the project treated clients with equal respects implying sensitivity. The results indicated that gender sensitivity training was being carried out during the implementation of the projects. From the findings majority of the respondents felt those women had not been represented well. On the contrary to the preceding findings male representation was adequate. The Implication was more males were represented in leadership and departmental committees than females, hence, resulted to instances of insensitivity. There was equity for women and men in leadership and management which were promoted through competitive selection and recruitment to fill vacant posts. The results indicated that training was been undertaken as a gender sensitive practice in order to ensure equity in leadership and management. Results showed that majority of the projects embraced negotiation and advocacy. There was interpersonal communication which was a key gender sensitive practice that was enhancing project performance. The first hypothesis (H<sub>01</sub>) stated that gender sensitivity does not significantly influence performance of county government projects in Uasin Gishu County. However findings showed that gender sensitivity has a strong, positive and significant influence on performance of county government projects in Uasin Gishu. This p-



value was less than any reasonable significance level. Consequently, the present study rejected the null hypothesis and concludes that the relationship is statistically significant. The sample data support the notion that the relationship between the independent variable and dependent variable exists in the population of County Projects in Uasin Gishu County. Thus the hypothesis ( $H_{01}$ ) was rejected. This implies that gender sensitivity influences performance of County Projects Performance.

Findings indicated that gender sensitivity practices were carried out such as training, ensuring equal client respect, interpersonal communication, negotiation and advocacy. However it is critical to mention that regardless of such practices,

proportionate gender representation was not being achieved. There is still inadequate women representation. Gender was not the critical aspect that was used as regards to senior leadership roles in the county projects. As a result of gender sensitivity there was an increased performance of county government projects in Uasin Gishu.

The study recommended that County Governments should embrace Gender Sensitivity practice as a function of engendered practices since performance could be improved.

#### **Areas for further research**

The study recommended for further studies on the same subject using other methodology in other different organizations.

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