

**AN INVESTIGATION INTO THE IMPLEMENTATION OF THE
AFFIRMATIVE ACTION IN MANAGEMENT OF PUBLIC SECONDARY
SCHOOLS IN MALINDI SUB-COUNTY**

SHELMITH WATETU MURAIMU

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ABSTRACT

Both men and women play an important role in the labour force. However, in many Kenyan communities, traditional perceptions of women as inferior to men continue to prevail as many people invoke the preservation of African culture to justify the subordination of women. In recent years, affirmative action, as a measure to enhance participation of both genders in anagement, is being advocated. This research sought to find out the implementation of affirmative action in management of public secondary schools in Malindi sub-county. The study was based on the equity theory which attempts to explain relational satisfaction in terms of perceptions of fair istribution of resources within interpersonal relationship. The study employed descriptive survey study. Data was collected from nineteen public schools between April 2015 and October 2015 using questionnaires and interview guides. There were one hundred and eighty five respondents who included: heads of departments, deputies, principals, PTA, BOM executives and the DEO. The respondents were selected using stratified random sampling. Qualitative and quantitative methods were used in the analysis of the data. Quantitative data was presented using frequencies, percentages and tables. The field notes were edited, coded and written based on content and then analyzed deductively. The findings indicated that

the affirmative action has not been implemented well in Malindi sub-county. Women are poorly represented in management positions. The study found out that experience, academic qualifications, religion, location of the school, participation in co-curricular activities, administration abilities and performance of the school were all factors considered in appointment and promotion of the principals, deputies and the HODs but gender balance was not pointed out as a requirement. However, it was found out that some eligible women turn down appointment offers. Family commitments, fear to work

in remote places and lack of confidence were rated high as factors deterring women fr om taking management positions. Generally, the attitude towards affirmative action was poor and strategies were not utilized. The study recommended that there should be a review of promotion and appointment procedures, there should be sensitization on what affirmative action entails, education of masses on the effect of negative stereotypes, providing women with infrastructure support and setting affirmative action implementation guidelines.