INFLUENCE OF THE GLASS CLIFF PHENOMENON ON THE EFFECTIVENESS OF WOMEN SENIOR MANAGERS: A CASE OF NON-GOVERNMENTAL ORGANISATIONS IN NAKURU COUNTY, KENYA

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A DISSERTATION SUBMITTED TO THE FACULTY OF SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTERS IN DEVELOPMENT STUDIES (ORGANISATIONAL DEVELOPMENT SPECIALIZATION) OF ST. PAUL'S UNIVERSITY.

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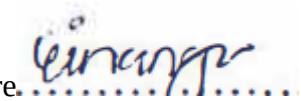
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MAY 2020

DECLARATION AND APPROVAL

I declare that this dissertation is my original work and has not been presented for the award of a degree in this or any other University.

SignatureDate: 13/08/2020

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APPROVAL

This research dissertation has been presented for examination purposes with our approval as the University supervisors.

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DEDICATION

I dedicate this dissertation to my family. For your relentless prayers, unwavering support, and encouragement - I am grateful.

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TABLE OF CONTENTS

DECLARATION AND APPROVAL iii
DEDICATION iv
ACKNOWLEDGEMENT v
LIST OF TABLES ix
LIST OF FIGURES x
LIST OF ABBREVIATIONS AND ACRONYMS xi
ABSTRACT xii
CHAPTER ONE 1
INTRODUCTION 1
1.1 Background of the Study 1
1.2 Problem Statement 4
1.3 Purpose of the Study 5
1.4 Study Objectives 5
1.5 Research Questions 5
1.6 Significance of the Study 6
1.7 Scope of the Study 6
1.8 Limitations of the Study 6
1.9 Assumptions of the Study 7
1.10 Definition of Key Operational Terms 7
1.11 Summary of the Chapter 8
CHAPTER TWO 9
LITERATURE REVIEW 9
2.1 Introduction 9
2.2 Theoretical Review 9
2.2.1 Role Congruity Theory 9
2.2.2 Systems Thinking Model 12
2.3 Empirical Review 14
2.3.1 Promotion Processes 14
2.3.2 Perceived Empowerment 16
2.3.3 Gender Stereotypes on Women Senior Managers 18
2.3.4 Effectiveness of Women Senior Managers 20

2.4 Conceptual Framework 22
2.5 Gaps and Summary of Literature Reviewed 23
2.6 Summary of the Chapter 24
CHAPTER THREE 25
RESEARCH METHODOLOGY 25
3.1 Introduction 25
3.2 Research Design 25
3.3 Target Population 25
3.4 Sample Size and Sampling Procedure 26
3.5 Data Collection Instruments 26
3.5.1 Validity of the Research Instrument 27
3.5.2 Reliability of the Research Instrument 27
3.6 Data Collection Procedure 27
3.7 Data Analysis and Presentation 28
3.8 Ethical Considerations 29
3.9 Summary of the Chapter 29
CHAPTER FOUR 31
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS 31
4.1 Introduction 31
4.2 Questionnaire Return Rate 31
4.3 Demographic Profile of the Respondents 32
4.3.1 Gender of the Respondents 32
4.3.2 Highest Level of Education 32
4.3.3 Years Organisation has Existed 33
4.3.4 Length of Service in Organisation 33
4.3.5 Organisation's Sector 34
4.4 Promotion Processes 34
4.4.1 Promotion Difficulties 34
4.4.2 Frequency of Promoting Women 36
4.4.3 Career Advancement Opportunities 37
4.4.4 Factors Considered in Promoting Women Senior Managers 38
4.4.5 Influence of Promotion Processes on the Effectiveness of Women Senior Managers. 40
4.5 Perceived Empowerment 41

4.5.1 Influence of Perceived Empowerment on the Effectiveness of Women Senior Managers 43
4.6 Gender Stereotypes 44
4.6.1 Departments headed by Women 47
4.6.2 Influence of Gender Stereotypes on the Effectiveness of Women Senior Managers 47
4.7 Effectiveness of Women Senior Managers 49
4.8 Operating Environment 50
4.9 Chapter Summary 51
CHAPTER FIVE 52
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS 52
5.1 Introduction 52
5.2 Summary of Findings 52
5.2.1 Influence of Promotion Processes on the Effectiveness of Women Senior Managers 52
5.2.2 Influence of Perceived Empowerment on the Effectiveness of Women Senior Managers 53
5.2.3 Influence of Gender Stereotypes on the Effectiveness of Women Senior Managers 54
5.2.4 Effectiveness of Women Senior Managers 54
5.2.5 Operating Environment 54
5.3 Conclusion 55
5.4 Recommendations 57
5.5 Suggestions for Further Studies 57
REFERENCES 58
APPENDIX I: LETTER OF INTRODUCTION 61
APPENDIX II: QUESTIONNAIRE 62
APPENDIX III: UNIVERSITY RECOMMENDATION LETTER 69
APPENDIX IV: RESEARCH PERMIT 70
APPENDIX V: LETTER OF AUTHORIZATION 71

LIST OF TABLES

Table 4.1: Response Rate 31
Table 4.2: Gender Distribution of Respondents 32
Table 4.3: Highest Level of Education Completed 32
Table 4.4: Years Organisation has Existed 33
Table 4.5: Length of Service in Organisation 33
Table 4.6: Organisation's Sector 34
Table 4.7: Correlation between Promotion Processes and Effectiveness of Women Senior Managers 40
Table 4.8: Test of Association between Promotion Processes and Effectiveness of Women Senior Managers 41
Table 4.9: Perceived Empowerment 41
Table 4.10: Correlation between Perceived Empowerment and Effectiveness of Women Senior Managers 43
Table 4.11: Test of Association between Perceived Empowerment and Effectiveness of Women Senior Managers 44
Table 4.12: Gender Stereotypes 44
Table 4.13: Departments headed by Women 47
Table 4.14: Correlation between Gender Stereotypes and Effectiveness of Women Senior Managers 48
Table 4.15: Test of Association between Gender Stereotypes and Effectiveness of Women Senior Managers 49

LIST OF FIGURES

Figure 2.1: The Influence of the Glass Cliff Phenomena on Effectiveness of Women Senior Managers 22
Figure 4.1: Promotion Difficulties 35
Figure 4.2: Frequency of Women Promotion 36
Figure 4.3 Career Advancement Opportunities 37
Figure 4.4: Factors Considered in Promoting Women Senior Managers 38
Figure 4.5: Effectiveness of Women Senior Managers 49

LIST OF ABBREVIATIONS AND ACRONYMS

BOD:	Board of Directors
CEO:	Chief Executive Officer
NGO:	Non-Governmental Organisation
SPSS:	Statistical Package for Social Sciences

ABSTRACT

The glass cliff phenomenon has continued to generate a lot of debates around the world as numerous studies seek to unravel the phenomenon. This study sought to understand the influence of the glass cliff phenomenon on the effectiveness of women senior managers in non-governmental organisations in Nakuru County, Kenya. The specific objectives were to: examine the influence of promotion processes on the effectiveness of women senior managers, examine the influence of perceived empowerment on the effectiveness of women senior managers, and to determine the influence of gender stereotypes on the effectiveness of women senior managers. The study was guided by the role congruity theory and systems thinking model. A descriptive survey design was used and the target population was the human resource managers and women senior managers in Non-Governmental Organisations in Nakuru County, Kenya. Nakuru East and Nakuru West sub-counties were selected which had 65 duly registered and active Non-governmental Organisations. From these organisations, simple random sampling was used to select a human resource manager and a woman senior manager which resulted in 130 respondents. Primary data was collected using a self-administered questionnaire which had close-ended and open-ended questions while secondary data was collected through the use of document analysis. Quantitative data was sorted, cleaned and analysed through the SPSS software. Descriptive statistics were analysed through the use of frequencies and percentages while inferential statistics were analysed through the use of Pearson Correlation and Pearson Chi-Square tests. On the other hand, qualitative data were analysed thematically and the results were presented in the form of narratives. The study adhered to and ensured that research ethics were upheld. The findings were that promotion processes had a positive correlation with the effectiveness of women senior managers ($r=0.619$; $p=0.000$). Additionally, perceived empowerment did not correlate with the effectiveness of women senior managers (>0.05). Also, gender stereotypes had a statistically significant negative relationship with the effectiveness of women senior managers ($r= -0.342$; $P<0.05$). Promotion processes, perceived empowerment, and gender stereotypes were all found to have a statistically significant association with the effectiveness of women senior managers. The recommendation made was that a similar study be conducted which provides both the perspectives of men and women senior managers.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the past two decades, scholarly discourse on women development in organisations has focused on different glass phenomena which include the glass ceiling, glass escalators and the glass cliff. The focus is mainly on the impediments that women face in organisations with different magnitudes of biases and discrimination in their organisational life. This is due to the views that have been held about gender roles where women are thought of as home-makers and child-bearers (Johnson & Hackman, 2018). This also affects organisation development which ought to create congruence between organisational systems, methods, strategies, structures and cultures. Specifically, organisational development interventions are planned to solve problems, identify opportunities, develop strengths and correct aspects that are found to be inefficient (Chandrasekar & Velusamy, 2017). Gender discrimination brews inefficiencies in the organisation.

Women leaders have the potential to contribute enormously and positively to organisational development yet they continue to be underrepresented in leadership spaces. According to Glass and Cook (2016), scholars have continually proved that women leaders have been associated with increased profitability, innovation, corporate social responsibility and the overall organisational development. This, however, does not deter the fact that women hold different leadership positions as compared to men. Cultural and social stereotypes continue to come into play regarding leadership positions and attitudes. Nonetheless, women are not entirely isolated from leadership roles.

A global report by Grant Thorton (2019) indicates that 2019 recorded the highest number of women in senior management with a representation of 29 per cent of which 15 per cent held the CEO position. Further, the study shows that Eastern Europe had the highest proportion of senior roles held by women with a recorded 32 per cent; Africa had 31 per cent while the Asian Pacific region had 28 per cent. In Australia, the Workplace Gender Equality Agency (2019) reports that 17.1% of Chief Executive Officers or business heads are women. Most boards (35.2%), however, do not have female Directors.

In Africa, a report by Tokar, Greeff and Van (2019) on South African organisations shows that about 46 per cent of individuals entering the workplace are women. However, only 7 per cent are executive Directors who have a place in the Boards. On the other hand, Johnson and Hackman (2018) cite Rwanda as a shining example of gender parity especially in the political front where there is the highest percentage (64 per cent) of women legislators in Africa and is among the highest in the world.

In Kenya, Murugami (2017) argues that at the entry-level of women into the corporate sector, the ratio of men to women in management is 51:49. Nonetheless, as the women continue to scale to higher management cadres, they become fewer than their male counterparts who are also in similar positions. Likewise, a report by Njihia (2017) shows that out of 449 directors from 51 publicly listed companies, only 12% were female directors. More recently, a report by Equileap & Nairobi Securities Exchange (2019) indicated that only six per cent of CEOs of the 60 companies that were listed in the Nairobi Securities Exchange in 2019 were women.

It is therefore evident that on a global scale, women hold leadership positions, albeit marginal, in their path to achieving organisational development. Pereira and Paola (2019) present that women face barriers while climbing their career ladders and they eventually shatter the glass ceiling. Despite these advancements, women continue to face career progression barriers which make it difficult to be presented in leadership positions. In the past decade, however, the idea of 'think manager, think male' has progressively been phased out as more women take on leadership positions in organisations. Women have worked hard to break the glass ceiling and have moved through the ranks to be at the strategic apexes of organisations.

However, the move to strategic apexes is alarming and deemed to be packaged with ulterior motives. Women are put into leadership roles when there is a likelihood of the organisation failing which is the phenomenon of the glass cliff. More often than not, scholars continue to view the glass cliff as a risk mitigation plan which perhaps launches women leaders for failure (Pereira & Paola, 2019). Women, therefore, find themselves in precarious leadership positions which are deemed as risky and perilous.

The glass cliff phenomenon was first discussed by Ryan and Haslam in 2005 after their study on The Financial Times Stock Exchange (FTSE) 100 companies listed in the London Stock Exchange revealed that when the stocks in most of the companies were failing, then there was

the subsequent appointment of a woman into the Board leading to improved performance of the companies (Ryan et al., 2016). From then on, the glass cliff thinking has been used to describe instances in which women are promoted to senior roles especially when there is a possibility of a decline in the organisation. Promotion of female leaders is continually associated with instances when there is a poor performance which is experienced in different fields and realms.

In the political realm, Browning (2017) highlights that the glass cliff is exhibited when women gain their candidacies when it seems impossible to win as compared to their male counterparts vying for similar positions. He further adds that in evidencing the glass cliff effect, the United Kingdom has a show of the glass cliff appointments in regional elections. This ideology is supported by Glass and Cook (2016) who point out that the political elections in the United Kingdom are usually connected to the appointment of female leaders into precarious positions. An example of the glass cliff in the United Kingdom political arena is the appointment of Theresa May as the Prime Minister at a time where Britain sought exit strategies and pathways from the European Union. This was a precarious position.

In the legal sector, Peterson (2016) states that the glass cliff is explained by the assignment of female legal professions with cases which are considered to be less lucrative but more troublesome than men. In the educational sector, Peterson (2016) also suggests that it is very unlikely that men will agree to the fact that the glass cliff effect exists. However, the exploration of the context in which women are allowed to participate in academic management as well as the nature of the positions that they are given to hold shows traces of the glass cliff existence.

In the Non-Governmental sector, Black, Henty and Sutton (2017) provide evidence that women have limited leadership positions in Non-Governmental Organisations. For instance, in the United Nations system, only 42.8 per cent of the employees are women. However, scaling to leadership positions, the number reduces. The promotion of women into leadership positions for many Non-Governmental Organisations, whether local or international, is skewed to favour men thus creating gaps for glass cliff appointments to take place. This reduces the effectiveness of women in leadership positions.

In organisations, the glass cliff phenomenon focuses on gender as a determining factor for organisational development (Yaghi, 2018). The overarching argument for the glass cliff is that women and men are promoted to senior positions under different contexts and circumstances.

This does not, however, indicate that female leaders are not able to handle their new leadership positions. Different motivations lead to the promotion of women to leadership positions. Additionally, Velte (2018) opines that there are prevailing gender stereotypes which exist in organisations that push for the glass cliff agenda. For instance, women are thought to have leadership advantages which make it seem that they have better leadership qualities for handling crisis (Murugami, 2017).

From an explicit point of view, Yaghi (2018) argues that the glass cliff research does not intend to show or rather accuse men of targeting women in the leadership process. This does not negate the fact that there still exists a discriminatory process in leadership. Systems, structures and process are more aligned in making it easier for men to lead in organisations as compared to their female counterparts. The focus on systems, structures and processes are embedded on organisational development. These goals of organisational development are inextricably intertwined with change processes such as promotion and empowerment of managers who are key actors in the organisation development processes (Chandrasekar & Velusamy, 2017).

Gendered leadership takes different magnitudes in both developing and developed countries. Despite the presence of scholarly evidence, there continues to be a gap in understanding the underrepresentation of women in leadership positions. A study by Glass and Cook (2016) indicates that scholars view the underrepresentation in political, economic, and socio-cultural spheres as a barrier to gender equality, which, when the glass ceiling is finally broken, leads to the glass cliff phenomenon.

1.2 Problem Statement

In the recent past, there has been an increase of women entering the workforce and breaking the glass ceiling to hold top managerial positions but they find themselves on the glass cliff. Previous research such as that done by Murugami (2017) and Ratanya, Mukulu, and Sakwa, (2019) focus on women in leadership and the findings are partially indicative of the glass cliff but do not provide explanations as to whether the glass cliff phenomenon takes place. Instead, the findings point to gender parity in organisations. Additionally, there is a focus on the private and public sectors leaving a gap in understanding the glass cliff phenomenon in the nongovernmental sector.

A study by Black et al., (2017) indicates that unlike the private and public sector, the non-governmental sector has achieved greater gender parity, however, as the level of employment increases, the number of women decreases. The study points out to the glass cliff effects on women senior managers and highlights that there is inadequate evidence of this in the nongovernmental sector. Similarly, Vongas & Al Hajj (2015) assert that the root cause and association of the glass cliff phenomenon effects on women senior managers is elusive as it is under-researched. According to the researcher's knowledge, there seems to be no attempt to assess the influence of the glass cliff phenomenon on the effectiveness of women senior managers in the non-governmental sector in Kenya. Based on these perspectives, this study delved deeper in gaining an understanding of, as well as fill in these knowledge and contextual gaps on the glass cliff phenomenon and its influence on the effectiveness of women senior managers.

1.3 Purpose of the Study

This study aimed to assess the influence of the glass cliff phenomenon on the effectiveness of women senior managers in Non-Governmental Organizations (Non-Governmental Organisations) in Nakuru County, Kenya.

1.4 Study Objectives

The specific objectives of the study were:

i. To examine the influence of promotion processes on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya.
ii. To examine the influence of perceived empowerment on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya
iii. To determine the influence of gender stereotypes on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya

1.5 Research Questions

i. What is the influence of promotion processes on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya?
ii. What is the influence of perceived empowerment on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya?

iii. What is the influence of gender stereotypes on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya?

1.6 Significance of the Study

The findings of this study will be significant in unravelling the glass cliff phenomenon in the Kenyan non-governmental sector. They will be of importance to the management of Non-Governmental Organisations. First, the findings of the study will help in the understanding of the glass cliff phenomenon and its causes. This will help organisations to understand how to deal with or prevent the phenomenon which is a barrier for women in organisational leadership positions.

Secondly, the findings will help the women senior leaders, as well as the employees of the organisations, understand the existence of the glass cliff phenomenon and its influences.

Thirdly, it is hoped that the recommendations of this study will help in the formulation and implementation of policies which will focus on reducing barriers for women in senior leadership positions. This will help in the achievement of organisational development.

Finally, this study will help to reduce knowledge gaps on the glass cliff phenomenon and effectiveness of women senior managers. As such, the study will provide reference points for future researchers who seek to conduct studies on the glass cliff phenomenon.

1.7 Scope of the Study

The scope of this study was on assessing the influence of the glass cliff phenomenon on the effectiveness of women senior managers in Non-Governmental Organisations. The study targeted Non-Governmental Organisations in Nakuru County, Kenya which were duly registered and active. Specific focus was paid on the promotion processes, perceived empowerment, and gender stereotypes that the women senior managers face in the organisations. Methodologically, the scope of this study was a descriptive research design which helped bring in to perspective the phenomena under study. The study took place from January 2020 to July 2020.

1.8 Limitations of the Study

This study sought to understand the glass cliff phenomenon in organisations and as such, several limitations were encountered. First, the structure of Non-Governmental Organisations was bureaucratic and this made it difficult to access the intended respondents. This did not, however,

delay the research process for the study as the researcher made sure that appointments with the respondents were made early in advance to ensure that the research was carried out in the expected timeline.

Secondly, the topic is quite sensitive and as such, it was deemed difficult to gain the correct information from the respondents which would have affected the actual results of the study. To deal with this limitation, the researcher ensured that the objectives of the research were clearly explained to the respondents and their anonymity was also upheld.

Finally, the lack of standardised research tools focusing on the glass cliff phenomenon was seen as a limitation. However, to deal with this limitation, the researcher developed a questionnaire which was undertaken through validity and reliability tests to ensure the study measured what it intended to.

1.9 Assumptions of the Study

This study assumed that the achievement of gender parity in the organisation is a focus of the organisations that participated in this study. As such, the glass cliff phenomenon was deemed as a barrier to the achievement of gender parity. The study assumed that the sampled participants would be adequate and representative to achieve reliable generalisations and conclusions. organisation

1.10 Definition of Key Operational Terms

Crisis:	Any kind of reduction in the organisation's reputation, performance or development
Effectiveness of women senior managers:	The ability of women senior managers to achieve set goals in line with the organisation's goals.
Gender Parity:	Refers to the achievement of equality based on gender in the organisation
Gender Stereotypes:	This refers to the characterisation of a given group of people based on their gender.
Gender:	A term used to describe the socially constructed roles that are

	carried out by men and women; rather than biologically determined aspects.
Glass Cliff:	The term that is given to the promotion of women into senior positions during times of crisis, when failure is more likely.
Operating Environment:	Stakeholders with which the organisation interacts with. In this study, these include donors and competitors
Organisational Development:	This refers to the maintaining of an organisation's health through focusing on systems, structures and processes.
Perceived Empowerment:	Control, freedom and information provided to participate in organisational affairs
Phenomenon:	Something that can be observed but whose cause is not clear
Promotion Process:	Progression to a higher level of employment with increased supervisory responsibilities
Senior Management:	This refers to a group of people who serve at the top hierarchical management level of the organisation.

1.11 Summary of the Chapter

This chapter highlights the study's background which has provided different global, regional and national aspects based on the glass cliff phenomenon and effectiveness of women senior managers. Thereafter, the study's problem, objectives and questions are presented. The significance of the study is discussed and observation made that the presented study findings are of importance to women in leadership, policymakers, employees, and future researchers. Further, this chapter also discusses the scope and assumptions and limitations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A narrative literature review is adopted, discussing previous research on the glass cliff phenomena and effectiveness of women senior managers. The literature has been accumulated and synthesised to demonstrate the significance of the study. First, this chapter presents a theoretical review, thereafter, an empirical review will be provided. This chapter will also present the conceptual framework for this study. Finally, the gaps and inconsistencies in the body of knowledge will be identified and how this current study seeks to fill them.

2.2 Theoretical Review

Theoretically, this study was founded on the Role Congruity Theory which was first proposed in 2002 and modified in 2018 by Eagly and Karau. This theory is key to this study because its main proposition is that women are appointed into senior management positions in times of difficulties in the organisation which is the agreement with the glass cliff phenomenon. In support of the Role Congruity Theory, the Systems Thinking Model which was proposed by Peter Senge in 1990 was utilized in this study as discussed later in this chapter. The systems thinking model supported the effectiveness of women senior managers by providing a dynamic outlook on the systems, processes and structures of organisations which is the main focus of organisational development.

2.2.1 Role Congruity Theory

The Role Congruity Theory emanates from the social role theories and was first proposed by Eagly and Karau in 2002 when they highlighted that socially constructed roles based on gender drive people to judge others in stereotypical ways (Eagly, 2018). A tendency in thought exists where people believe that traits and behaviours are dependent on the gender of an individual. For instance, women are stereotypically thought of as communal, friendly, supportive and homemakers while men are thought of as assertive, self-interested, powerful and commanding. These stereotypes are what those observing hold about the genders.

Gender discrimination and prejudice breeds inequality and targets individuals negatively. According to Clow, Ricciardelli, and Bartfay (2015), discrimination and prejudice exist when women work in men dominated fields and vice versa. For example, male nurses tend to be discriminated against as nursing is thought of as a female-dominated profession. In leadership, women are also discriminated against as it is thought of as a male-dominated aspect. These perceptions are believed to be threats to the gender and power hierarchies which exist in the society (Clow et al., 2015).

Connerley and Wu (2015) emphasise that the Role Congruity Theory is often associated with problems that arise for individuals who do not behave in ways that are considered to be consistent with their gender stereotypes. In organisations, there is a negative perception of individuals who act in incongruent ways than what is expected of their gender roles. The fact that there are stereotypes that associate the male leaders with successful management puts female leaders at a disadvantage even in their bid to climb up the leadership ladder. In this thinking, Glass and Cook (2016) opine that women are intrinsically pushed to take on stereotypically male attributes. From a standpoint of the Gender and Development (GAD) approach, this view of gender roles and relations should be challenged.

Moreover, Pereira and Paola (2019) suggest that over the years, there has been a significant rise of women participating in the labour market. Undoubtedly, women have moved from their domestic labour into different levels of paid labour and they acquire characteristics that are needed for them to succeed in the new roles found in the labour market. Therefore, there is an erosion of the female-male differences in aspects such as assertiveness, career progressions and risk-taking. These aspects of role incongruity explain the reason as to why women leaders take on risky and perilous positions which throw them off the glass cliff.

Unequivocally, focusing on senior management positions as is the perspective of this current study, female leaders are often viewed as attentive, compassionate and sensitive to the needs of the stakeholders as compared to male colleagues holding similar positions. This propels a mindset that affects women in leadership roles in terms of prejudiced thinking about leadership ability, recruitment, the likelihood of promotion and job fit (Oliver et al., 2018). Seemingly, favourable attitudes towards male leadership are upheld making it strenuous for women leaders to attain and advance to leadership positions. Even when they advance to the position, Burton

and Leberman (2017) argue that maintaining the leadership positions places the women in precarious positions which are the glass cliff.

The Role Congruity Theory holds that female leaders often face a conflict between their expected gender roles and management roles. Fundamentally, this leads to prejudices that can be prescriptive or descriptive (Connerley & Wu, 2015). Descriptively, stereotypes focus on how any given group behaves. Regarding female leaders, descriptive biases emerge due to perceptions that men make better leaders as compared to women. On the other hand, prescriptive biases focus on what any given group should do; and in leadership, women are not evaluated positively as it is not ideally what women should be doing.

According to Ryan et al. (2016), as women continue to rise through the ranks into senior management positions, there are salient undertones in the motives behind this rise. Women are likely to be promoted into leadership roles which are risky and their likelihood of failure is higher as compared to their male counterparts. There are different experiences between male and female leaders who are connected to gender stereotypes.

Noteworthy is the assertion by Mukarram et al. (2018) who stress that through the Role Congruity Theory, it is possible to understand that congruity perceptions depend on the leadership context. Gender roles differences, as well as expected skills and competencies of leaders, lead to the categorisation of different occupations as masculine or feminine. This brings about stereotypic beliefs about senior women leaders in predominantly male industries. Specific to this current study, the focus on Non-Governmental Organisations demystified the glass cliff phenomenon in different industries.

Interestingly, some scholars argue that gender bias and the proverbial glass cliff thinking to some extent are just but myths. For instance, Gupta et al. (2018) in their systematic literature review indicated that some studies show the existence of no or limited evidence that in the 21st Century women face gender biases. However, these studies ultimately point out that experiences of women senior leaders are different from those of men senior leaders. Connotations of organisations striving to achieve gender parity in the organisations are visible regardless of the skills and competencies that the women leaders may possess. This is an indication that perhaps gender parity is an impulse for women holding senior management positions (Ratanya et al., 2019).

In contrast, Eagly (2018) insists that the Role Congruity Theory concerning the glass cliff phenomenon has continued to be explored by organisational development scholars. In this present study, issues on role congruity arise when there is tension between societal expectations of women and the behaviour of senior leaders (Main & Gregory-Smith, 2018). Therefore, through the Role Congruity Theory, this present study made it possible to make inferences on the motivations behind the women's promotion in senior leadership positions. In so doing, this study drew attention to the importance of the operating environment as a moderating factor between the glass phenomenon and effectiveness of women senior managers.

2.2.2 Systems Thinking Model

The theory of systems responds to ideas on reductionism and suggests viewing systems as a whole rather than as independent parts. Association of Systems Theory has been linked to different fields such as Biology, Psychology and even in organisations. Emerging from the systems theory dogma, the Systems Thinking has been applied by management thinkers and it helps when there are organisational messes or crisis (Lewis, 2016). The concept of systems thinking gained fame through Peter Senge who proposed that it is a powerful way to understand the complexities and interrelations that exist in organisations. It should focus on the dynamics of the system and its interacting variables and how it shapes the system's behaviour (Senge & von Ameln, 2019).

Systems thinking model allows organisations to have a critical look at complex issues and how they affect the interrelated parts of the organisation. Organisations, as open systems, have a complex nature which tends to be challenging especially in achieving effective decisions (Rangone & Mella, 2019). There is, therefore, need to focus on ways of achieving solutions to complex systemic issues. Some of the aspects of dealing with complex systemic issues allow organisational development practitioners to analyse the human, policy and managerial dimensions of the problem and how gender-related aspects are interconnected.

Similar to gender, organisations are also socially constructed and over time, these constructions change and so do the concepts on organisational development. Consequently, the competitive environment becomes more complex and changes which require strategies to be adopted to deal with the change (Burton & Leberman, 2017). The strategies should be well informed to ensure the development of systems and structures. The results of the study by Akhtar et al. (2018)

indicate that systems thinking plays a vital role in organisational development. Additionally, the study indicated that gender affects systems thinking capabilities.

According to Lansu, Bleijenbergh and Benschop (2019), Systems Thinking Model is challenged for lack of inclusion of gender aspects. Gendered organisational literature should lead to gendered systematic thinking whereby actions taken in the system are viewed through a gender lens. As an approach, systems thinking also include mental attitudes which affect organisations as a whole. The Systems Thinking Model is a prerequisite for leadership as it calls for attention to be given to the diverse nature of employees in the organisation. As presented by Lewis (2016), systemic interventions that are structured are needed to ensure that businesses are improved and the overall organisational development is achieved. However, this can result in consequences that are both expected and unintended.

The Systems Thinking Model focuses on building a comprehension among employees about how key components of the systems in the organisations are interrelated. According to Ryan et al. (2016), glass cliff effects also have systemic effects which affect the organisation as a system. Processes which direct the recruitment, selection and promotion of women in positions that lead to the glass cliff do not affect only the women but also all the systems in the organisation. Importantly too, the decision-making process affects systemic operations which also affect organisational development. Concerning this study, the Systems Thinking Model aided in understanding that all aspects of the organisation, even the appointments of leaders have to be approached holistically.

Scholarly discourse on glass cliff in organisations tends to blame structures and systems. For instance, Glass and Cook (2016) insist that men are responsible for creating structures and systems in organisations and as such, there is a blame inclination towards men in structural and systemic failures. This affects the effectiveness of women. Correspondingly, Sabharwal (2015) insists that gender is a catalyst for organisational development. Even in instances where other factors are not examined adequately, there is a possibility that men are associated with and blamed for failure in the system. Also, Yaghi (2018) opines that failures in systems and structures are blamed on men and so women are not motivated to pursue leadership position. The notion is that the leadership context does not favour women in senior leadership positions.

Ideologies on the glass cliff are important on the analysis of organisation development because they broaden the views on how suitable women are for their leadership positions. The ideologies are associated with how organisations are managed in times of crisis and the achievement of organisational development (Ryan et al., 2016). Also, essentially, this study argued that when in crisis, an organisation seeks to ensure that it does not perform poorly and this requires the use of Systems Thinking Model.

2.3 Empirical Review

This section discusses previously conducted studies that focus on the glass cliff phenomenon and the effectiveness of women senior managers. Specifically, sub-sections are presented to discuss aspects of the glass cliff including promotion processes, perceived empowerment, and gender stereotypes on women senior managers.

2.3.1 Promotion Processes

The promotion of women into senior management positions is dependent on the organisational environment. In the contemporary corporate sector, the glass cliff is viewed as a barrier to gender parity. Many countries endeavour to achieve gender equality in organisations. A report by Equileap and Nairobi Securities Exchange (2019) directs that in the global corporate sector, when it comes to gender equality score, Australia scores the highest with a record 46 per cent. Further, the study indicates that on the gender equality score, Kenya scores 26 per cent which is ahead of some of the developed countries such as the USA which scored 25 per cent. The report also indicates the quest for gender parity in the organisation to improve organisational development; but, it does not highlight the barriers faced by women in achieving the gender quotas.

In Britain, a study by Ryan et al. (2016) reveals that women are promoted into senior levels of management when there is weakening organisational performance such as declining performance of the stock. In the federal government, the study by Sabharwal (2015) revealed that the promotion of women leaders was based on policies of the agents. However, in agreement with Ryan et al., Sabharwal notes that women in a leadership position are promoted into risky positions which are mainly dominated by men. There is a lack of organisational support for the women which set them for glass cliff. An important characteristic for organisational development is that this affects the totality of the systems, structures and processes of the organisation.

Based on archival data on organisations in the United Kingdom, Main and Gregory-Smith (2018) found out that women directors are appointed to risky positions which ultimately causes shorter career stints. Additionally, at their time of appointment, the organisations are seen to be undergoing financial turmoil. In a similar study, Glass and Cook (2016) found out that as compared to male peers, women leaders experienced shorter tenures. Their study also found out that the women Chief Executive Officers were promoted in firms that were in a crisis or were struggling. The promotions are encouraged by key decision-makers in the organisation.

A study by Peterson (2016) shows that the increase of Swedish women academic managers is not an indication that parity has been achieved between men and women in organisations. The study indicated that the permeation of the women managers was in a context which was competitive. There was a high competition between higher education institutions concerning the recruitment of markets on international and national students. This competition led to the radical transformation of the organisation and the emergence of requirements for new managerial roles and skills. This resulted in increased workloads coupled with work stresses and strains. Additionally, the women leaders found that their new positions were marred with an increase of professional role conflicts. Equally, at the time of their appointment, the women managers described the context of their promotion as difficult with problematic and complex organisational circumstances.

In exploring the promotion context for women leaders in the organisation, Yaghi (2018) found out that gender was a factor that was considered in the promotion of the women in senior leadership positions. The study revealed that women leaders indicated that their work involved a certain degree of risk. However, it was discovered that this did not mean that the women leaders' work was riskier than their male counterparts. Therefore, the women did not think that they were placed in their position to fail. This study brought on divergent opinions to the glass cliff literature by suggesting that women may not fail due to the glass cliff but due to organisational politics.

In Kenya, a study by Omukaga (2019) on the corporations listed in the Nairobi Securities Exchange found out that the promotion of women in top leadership positions does not depend on tumultuous conditions. Nonetheless, the study in reference to board diversity, note that promotion of women was very hard. Men were always considered for promotions as compared to their female counterparts. There is an indication that women's promotion had more to do with

non-leadership roles than with their abilities and capabilities. This line of thought has a connection to gender stereotypes.

In Non-Governmental Organisations, Black et al. (2017) found out that as opposed to the corporate sector, the culture and requirements for leadership in Non-Governmental Organisations varies due to the diverse context in which these organisations operate in. The promotion of leaders, therefore, considers adaptable skillsets necessary to work with different cultures, communities and contexts. The landscape of operation of Non-Governmental Organisations is continually changing making it very dynamic and also challenging. These challenges can lead to crisis and subsequently leadership changes for crisis management; thereby paving way for glass cliff effects to take place.

2.3.2 Perceived Empowerment

In organisations, the number of women managers has continued to increase over the last 30 years. However, they are marginally presented in managerial positions worldwide. Perceived empowerment of women into senior managerial position has been explored by several scholars. Yilmaz (2015) found out that empowerment focuses on providing employees with freedom and control to participate in various aspects of the organisation. Perceived empowerment was conceptualised in the form of self-determination, impact, competence and meaning. There was an indication that self-determination and impact were influential in improving job performance and employee effectiveness.

In Sweden, a study by Peterson (2016) indicates that there is economic, political and cultural turbulence which cause restructuring in organisations. The study focused on the feminisation of demographics to explore the recruitment of women into senior leadership positions. Suggestions were made that women are empowered to take on areas of management that are less prestigious. Further, the study presents that women dominate in managerial functions such as human resource and communications. The findings of the study concluded that the motivations of decision-makers in reference to the recruitment of women managers into academia's senior management positions could not be provided. In other words, the results were inconclusive.

Quoting a study in Britain by Shain Farzana, Peterson (2016) highlights that women are recruited into management to do what they consider as dirty jobs. Similar connotations are held in the British education sector where women are empowered to carry the organisational change

burdens. In the same token, Ryan et al. (2016) empirically reviewed companies listed on the London Stock Exchange and revealed that many female leaders are appointed to leadership positions partly to provide chances for career progression. Therefore, perceptions are built that women are being empowered to take up senior management positions.

On the contrary, in the USA, Peus, Braun and Knipfer, (2015) found that women in senior leadership positions were risk-takers and as such, they are go-getters and they actively seek to be recruited in risky positions. As such, they will take on precarious positions. Additionally, the recruitment of women leaders was due to the fact they are focused on continuous learning which is a factor attractive for recruiters. This self-determination is a component of empowerment which provides an employee with intrinsic motivation to increase their capabilities in the organisation.

Correspondingly, an archival study by Sabharwal (2015) shows that in the United States, female leaders were found to seek greater opportunities for growth, however, due to the glass cliff, they had low satisfaction in their work. In many instances, the recruitment of women into upper echelons is from outside the organisations. The findings by Glass and Cook (2016) show that recruitment of women leaders is as a response to their status which is considered as a minority. In other words, recruitment is to ensure that women leaders are empowered not to hold minority statuses in the organisation.

In Iran, Bakhshi et al. (2017) conducted an exploratory study on the empowerment of women working in Non-Governmental Organisations and the findings showed that empowerment of women in Non-Governmental Organisations was a powerful driver for ensuring their effectiveness in the organisation. The study indicated that perceived control, social support, self-efficacy, critical and cognitive thinking, and participation were important measures of perceived empowerment. This study, however, focused on developing a questionnaire on perceived empowerment and as such does not provide the results of the influence of the measures for perceived empowerment on the effectiveness of the women in Non-Governmental Organisations. To deal with this gap, the current study focused on assessing the influence of perceived empowerment and effectiveness of women senior managers in Non-Governmental Organisations.

On empowerment based on achieving a given gender quota, Nyoni, He and Yusuph, (2017) underscore that in Tanzanian higher education institutions, women are recruited into positions of leadership to achieve gender parity as is mandated by the country's legislation on gender equality. However, the results indicate that the institutions have failed miserably in achieving the gender parity directive. The institutional environment was deemed to be unsupportive to women in a management position. The masculinity concept has taken the concept and as such, it is seldom to find women in senior leadership positions in Tanzanian Universities. In private Universities, female Vice-Chancellors headed small private Universities with a population that does not exceed 2000 while in public Universities, there was no single female Vice-Chancellor. The levels of women empowerment in these institutions are quite low due to lack of role models and social support.

Cross-Sectional descriptive survey research conducted in Kenya by Wanjiku et al. (2016) showed that empowerment influences organisational commitment. Specifically, the study focused on structural empowerment and its measures are access to opportunity, resources, information and perceived support. Perceived support was found to influence organisational commitment to a large extent. In consideration of the glass cliff phenomenon, gendered perspectives of empowerment are not presented by the study. This current study, thus, sought to deal with this gap by assessing the influence of perceived empowerment on the effectiveness of women senior managers.

2.3.3 Gender Stereotypes on Women Senior Managers

Gender stereotypes are a function of organisational development and have the ability to affect the stability of an organisation (Glass & Cook, 2016). At the apex of different managerial levels, women managers are faced with different types of stereotypes especially grounded in their management and leadership styles. In the study by Peterson (2016), feminine management style was found to be a reason as to why women in Swedish higher education were appointed as senior managers. Gender stereotypes held indicated that women were more suitable managers as compared to their male counterparts. Feministic language such as supportive, enthusiastic and encouraging was found to be associated with feminine management style. The male managers were deemed to be recruited and promoted to positions that were more attractive than their female counterparts. This was a sign that glass cliff appointments took place in the form of women being provided opportunities that are undervalued or they are over skilled.

In a comparative study between the USA and Asia, Peus et al. (2015) found out that cultural norms mediate and shape the glass cliff perceptions in organisations. On the other hand, in India, gender stereotypes emphasised women as homemakers which are narratives that are carried forth even to their senior leadership positions. In the case of Singapore, the female managers saw themselves as subordinates to the male managers holding similar positions. Remarkably, the study found out that despite the cultural orientation differences between the USA and Asia, gender stereotypes had negative influences on the way women in leadership positions are perceived.

In the federal government, Sabharwal (2015) found out that in male-dominated fields, communal behaviours such as sensitivity, empathy and affection were not supported causing role incongruities for the women in leadership. As a result of these gender stereotypes, female leaders were not involved in the policy decision-making processes making them less empowered as compared to the male leaders. This led to the women being dependent on the men. In the same way, in a study on S&P (Standard & Poor's) 500 companies, Oliver et al. (2018) found out that women CEOs were more steward-like as compared to men CEOs and need more support to deal with high job demands.

Studies show that gender roles are vitally considered in the leadership context of organisations. For instance, a study by Mukarram et al. (2018) in India show that gender stereotypes affect the standards that are applied to men and women in organisations. Their findings are in line with the Role Congruity Theory. However, in some sectors, such as the high-tech sector, the study found out that the visibility of women in leadership has weakened stereotypes that are based on gender. Also, Glass and Cook (2016) highlight that for some managers and employees, differentiating between the roles held by the senior manager and the expected gender roles is difficult. This gives room for the mushrooming and building up of gender stereotypes.

Still focusing on leadership and gender stereotypes, a study by Osituyo (2018) on the public sector in South Africa found out that the career progression for women was negatively affected by gender stereotypes. From a general standpoint, women are underrepresented in the South African public sector and gender stereotypes act as barriers in achieving organisational development. Women in top management levels are subjected to stereotypical opinions not only from the men in the organisation but also from the women. Top management positions preserved for women revolve around compassionate and less decision-making roles.

In Kenya, Ratanya et al. (2019) studied women leadership in the Kenyan parastatals. On gender stereotype, the study realised that a positive relationship existed between the leadership performance of women and gender stereotypes. Stereotypical ideologies were found to be inculcated in the respondents at an early age and built through to their adult lives. Therefore, the ideologies were constructed socially. Gender stereotypes were found to be firmly rooted in the leading personalities of the women leaders and this affected what they did and their performance in the organisation. As explained by Connerley & Wu (2015), referring to role congruity aspects, this points out to descriptive and prescriptive role congruity.

Additionally, a study by Murugami (2017) shows a significant association between gender and transformational leadership whereby women were found to prescribe to the transformational leadership style. According to Glass & Cook (2016), transformational leadership is often associated with female leaders due to characteristics such as consideration, trust and motivation. As such, gender stereotypes are inevitable in the view of transformational leadership. More importantly, Murugami found out that in women leadership, the socio-cultural environment is an important aspect which has an effect on the performance of the woman leader. Therefore, it can affect organisational performance and development.

2.3.4 Effectiveness of Women Senior Managers

Over the years, employees have had a more positive outlook on the effectiveness of women leaders as compared to their male counterparts. However, a study by Ryan et al. (2016) shows that women are still less likely to occupy positions with authority where they can undertake meaningful influence over policies in the organisation. The study also shows that women leaders are less likely to get an opportunity for promotion and this affects their effectiveness in the organisation. Likewise, a meta-analysis study by Paustian-Underdahl, Walker and Woehr (2014) shows that women's effectiveness in senior management is undervalued mainly because of strongly rooted ideologies that men are more effective managers than women.

In Malaysia, Husain and Xiao (2016) studied senior female management perspectives in organisations. The study indicates that in relation to leadership effectiveness in connection to the glass phenomenon, the focus should be on how effective the female senior managers are in terms of influencing policies and also their commitment to the organisation to achieve set objectives. Also, the glass phenomenon affects women's leadership and it is seen as a barrier for women in their career advancement process. When women are placed in leadership or management

positions, they are faced with more stressful conditions at work as compared to men in similar positions. It becomes difficult to be committed to the organisation and so the women opt to move to other organisations.

According to a review by Hazarika (2017), in Non-Governmental Organisations, promotion of women managers should be based on the skills of the women to have effective organisations which contribute meaningfully to society. Women managers tend to have democratic leadership abilities and they seek cooperation and empowerment of others. However, gender barriers and biases encompassed in glass phenomena negatively bare upon the effectiveness of women in senior management positions.

In India, Bogacz-Wojtanowska, Peter-Bombik and Wron (2018) point out that the nongovernmental sector is dominated by women but it is the men who make decisions and this inhibits the effectiveness of the women especially those who are in senior management. On the other hand, in Poland, Bogacz-Wojtanowska et al. found out that glass phenomena occur in the nongovernmental sector. However, in areas dominated by women such as education, welfare and healthcare, the phenomena lessened. The women were empowered to be more effective in their work which also increased commitment to the organisation. As such, the respondents did not view their position as a glass cliff but as a challenge, they had to take. However, due to the lack of good practices owing to the operating environment, the women managers have pushed off the glass cliff.

In Kenya, a study on Board diversity by Ouma and Webi (2017) indicates that Non-Governmental Organisations recognise the importance of diversity and inclusion. However, aspects of such Board members do not reflect this. Women CEOs are seen to have an unequal status as compared to their male counterparts and this affects their effectiveness and aspects such as decision-making suffer. The study predominantly focused on age diversity and as such present gaps in understanding gender diversity and how it would influence the overall effectiveness of women in leadership. To fill in this imparity, the current study focused on understanding the gender construct in form of the glass cliff and its influence on the effectiveness of women senior managers.

2.4 Conceptual Framework

The conceptual framework for this study is presented in Figure 2.1 below.

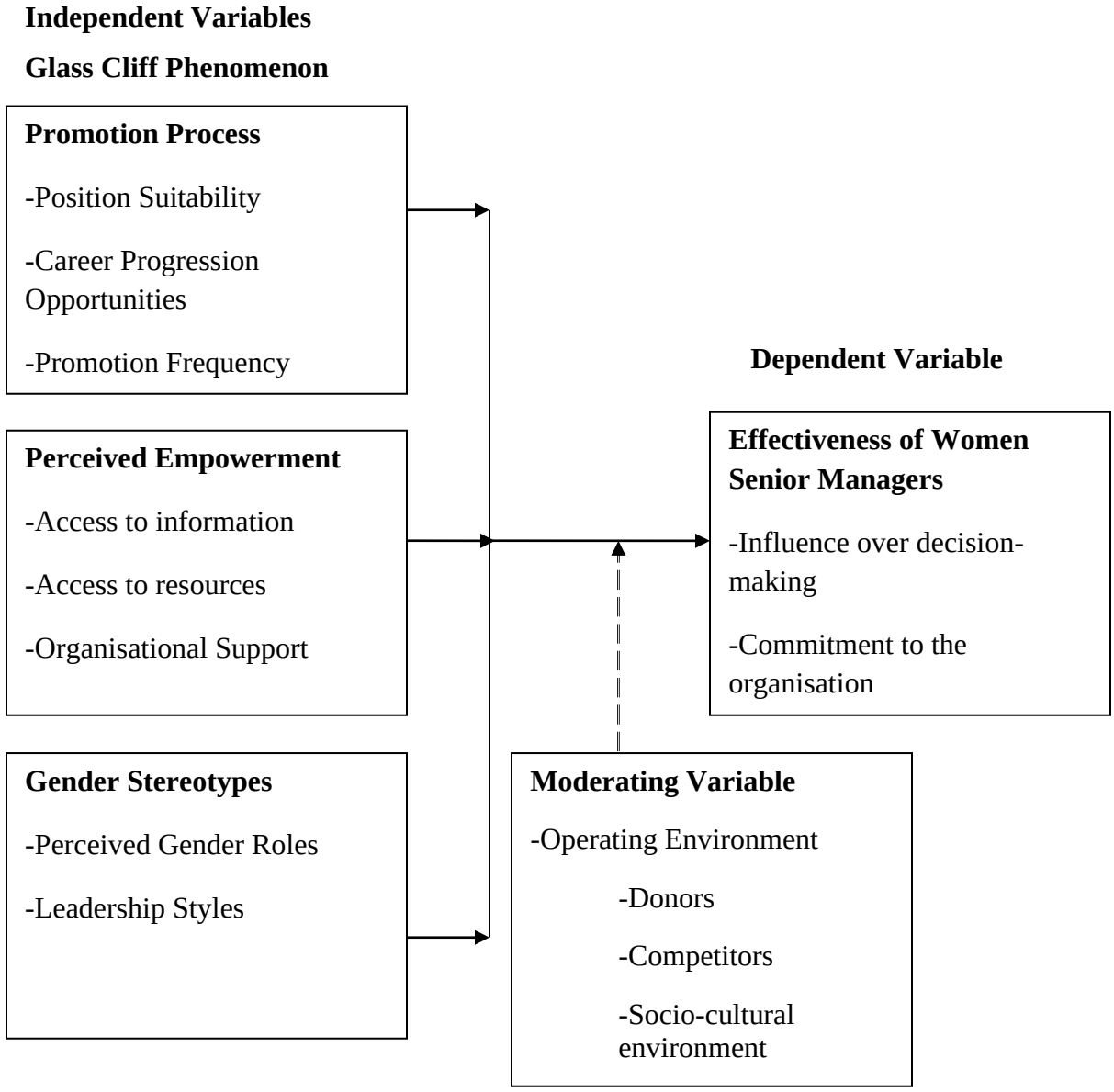


Figure 2.1: The Influence of the Glass Cliff Phenomena on Effectiveness of Women Senior Managers

As indicated in Figure 2.1 above, the conceptual framework included three main variables; independent variable which is the glass cliff phenomenon, the dependent variable which is the effectiveness of women senior managers and the moderating factor which is between the

independent and dependent variables. Specifically, the glass cliff variable is operationalised as promotion processes, perceived empowerment, and gender stereotypes faced by the women in senior management positions. Effectiveness of women senior managers is operationalised as influence over decision-making and commitment to the organisation. The moderating variable is the operating environment.

2.5 Gaps and Summary of Literature Reviewed

The purpose of this study was to assess the glass cliff phenomenon and effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya. The literature reviewed in this chapter focuses on women senior management aspects in terms of promotion processes, perceived empowerment and gender stereotypes. Several gaps are identified in the literature review. First, contextual gaps are identified. Majority of the literature reviewed has been conducted in the developed countries (Clow et al., 2015; Glass & Cook, 2016; Main & Gregory-Smith, 2018; Oliver et al., 2018; Ryan et al., 2016; Sabharwal, 2015; Velte, 2018; Williams, 2019). Admittedly, there is scanty literature on the aspects of the glass cliff in developing countries (Mukarram et al., 2018; Nyoni et al., 2017; Osituyo, 2018; Yaghi, 2018). In Kenya, the concept of the glass cliff is still under conception; nonetheless, there are several reviews which shed light on the phenomenon (Murugami, 2017; Omukaga, 2019; Onyango, 2016; Ratanya et al., 2019; Ouma & Webi, 2017).

Second, this literature review reveals methodological gaps. For instance, Peterson (2016), predominantly used qualitative research methods. Showcasing similar gaps, the study by Peus et al. (2015) preferred using qualitative methods of study. The minimal consideration of quantitative methods of research takes away from the literature on the glass cliff concepts that are factual and objective based on statistical analysis. On the other hand, some studies (Main & Gregory-Smith, 2018; Sabharwal, 2015), rely heavily on archival data which has limitations in that there is lack of understanding of the circumstances surrounding the glass cliff phenomena; which can be achieved through methodologies that focus on obtaining qualitative and quantitative data.

Finally, this literature review presents perspective gaps. Most of the studies presented focus on collecting data from employees to gain glass cliff perceptions from them (Onyango, 2016; Ratanya et al., 2019; Ryan et al., 2016) but data collection from an organisational perspective

into the glass phenomenon seems to be lacking. While Omukaga (2019) tries to bring out the organisational perspective, there is need for more research to focus on the gaps in this area.

In this literature review, contextual, methodological and organisational perspective gaps were realised. To fill in the contextual gaps, this study focused on Kenya to add knowledge on aspects of glass cliff in developing countries. Also, to fill in the methodological gaps, this study considered the use of quantitative and qualitative data to provide data triangulation. Lastly, this study sought to gain an organisational perspective by collecting data from human resource managers who have records on the organisational perspectives on the glass cliff phenomenon.

Moreover, a conceptual framework was developed to test the influence of the glass cliff phenomenon on the effectiveness of women senior managers. This helped to deepen the understanding of the literature that exists on the glass cliff phenomenon and the effectiveness of women senior managers. By filling the aforementioned gaps, it was hoped that this study will add on to the body of knowledge aspects on the influence of the glass cliff phenomenon on the effectiveness of women senior managers.

2.6 Summary of the Chapter

This chapter has presented a literature review concerning the glass cliff phenomenon and the effectiveness of women senior managers. This study is supported by the Role Congruity Theory and the Systems Thinking model. Additionally, the empirical review has focused on aspects of the glass cliff which include motivations for recruitment, the context of promotion and gender stereotypes. The conceptual framework for the study presents the independent variable as the glass cliff phenomenon while the dependent variable is the effectiveness of women senior managers. The three main literature gaps identified are contextual, methodological and organisational which this study sought to fill. The subsequent chapter is on research methodology which discusses the methods of research that were used to accomplish this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology which was used to conduct the study. This will involve the discussion on the research design, the target population, and the sampling technique, and the data instruments. Also, this chapter presents the methods that were used to collect, analyse and present the analysed data.

3.2 Research Design

This study used a deductive approach which emphasised statistical control of the variables to allow generalisation of the results (Gray, 2019). Specifically, this study chose a descriptive survey research design due to several reasons. First, this research design helped to describe the conditions that exist in organisations in terms of the study's variables. As such, it helped in establishing who, what, where and when aspects of the phenomenon; thereby providing an in-depth grasp of the influence of the glass cliff phenomenon on the effectiveness of women senior managers in Non-Governmental Organisations. Additionally, the research design was more appropriate as it allowed for the study variables to be measured as they were in their natural setting.

3.3 Target Population

This study targeted human resource managers and women senior managers working in Non-Governmental Organisations that are registered and actively operate in Nakuru County. These organisations were suitable for this study because they have a focus on gender parity which is mandatory during the registration of the organisations as non-governmental bodies by the Non-governmental Coordination Board of Kenya.

The human resource managers were targeted because they have records on the women senior managers which is the concern of this study. They were deemed to be active actors in the planned efforts in managerial effectiveness, promotions and empowerment. The women senior managers were chosen as they would give accounts of how the study variables affect them. This target population was better placed to understand the aspects of the glass cliff effect that this

study sought to assess such as promotion processes, perceived empowerment and gender stereotypes that occur in organisations.

3.4 Sample Size and Sampling Procedure

This study sought to assess the influence of the glass cliff phenomenon on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya. Non-Governmental Organisations located in Nakuru East and West sub-counties were selected to participate in this study. The reason for this was due to the movement restrictions put in place by the Government of Kenya at the time of the study owing to the rapid spread of the novel coronavirus. Additionally, the Ministry of Internal Security through the County Commissioner's office gave the researcher authorisation to conduct the study only in Nakuru East and West sub-Counties due to the proximity of the researcher to these areas. There are 65 Non-Governmental Organisations registered and actively operating in the two sub-Counties (National Council of Non-Governmental Organisations, 2019).

Thereafter, simple random sampling was used to select a human resource manager and a woman senior manager from each of the 65 Non-Governmental Organisations. Therefore, 130 respondents were selected for this study.

3.5 Data Collection Instruments

This study used a survey questionnaire to collect data. There was a questionnaire for the human resource managers which contained both open- and closed-ended questions and a questionnaire for women senior managers which contained open-ended questions. This ensured that the researcher collected qualitative and quantitative data allowing for triangulation of data. The questionnaires focused on the demographics of the respondents, the promotion processes, perceived empowerment, gender stereotypes, operating environment and the effectiveness of women senior managers.

Questionnaires are easy and can be effectively used for a survey especially when the questions are simply constructed making questions easy to understand (Tan, 2017). To ensure that this study captured necessary and intended data, the questionnaires were tested for validity and reliability.

3.5.1 Validity of the Research Instrument

Content validity was used to establish whether the questions are well structured and that they measured what they were to measure in specific terms of the variables of the study (Gray, 2019). This was achieved through the use of expert opinions and judgment which were mainly provided by the researcher's supervisors. The supervisors assessed the questionnaire, scrutinised it and then provided their expert opinions and judgment on the content of the questions relative to the glass cliff phenomenon and effectiveness of women senior managers. The questions that were deemed to lack the right fit for this study were removed or modified to ensure that they measured the right information that was intended for this specific study.

3.5.2 Reliability of the Research Instrument

Reliability of the questionnaire was tested to ensure that the questions were accurate and consistent to capture useful data for the study (Tan, 2017). A pilot study was conducted in ten randomly selected Non-Governmental Organisations that are registered in Nakuru County. Fifteen respondents participated in the pilot study which was more than 10% of the study's sampled respondents. The organisations which participated in the pilot study did not participate in the final study to eliminate the chances of contaminating the data. The respondents were sent the questionnaires and asked to fill in as required and given ample time within the timeframe of this study.

Next, the questionnaires were collected and undertaken through the Cronbach Alpha test. This was achieved through the use of the Statistical Package for Social Sciences (SPSS) software. Through the tabulation of the Cronbach Alpha coefficient, the researcher was able to determine the reliability of the questionnaire which was 0.78. Gray (2019) submits that the use of a reliability coefficient helps to measure the homogeneity and internal consistency of a questionnaire. He further adds that in Social Sciences, the reliability coefficient value should not be below 0.70 or go above 0.90 as it would indicate unreliability.

3.6 Data Collection Procedure

This study used both primary and secondary data. Secondary data was collected by reviewing documents concerning the glass cliff phenomenon and the effectiveness of women senior managers. In particular, the focus was on variables applicable to this study as per the conceptual framework.

Primary data was collected through the use of a questionnaire. The researcher sought a letter of introduction from St. Paul's University which was used to gain a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). The research permit was then used to get authorisation to conduct the study from the County Commissioner's office and the Ministry of Education. Subsequently, permission was gained from the organisations chosen to participate in this study. When permission was granted, the researcher identified the respondents who were human resource managers and women senior managers in the organisation. In instances where the human resource manager was a woman, they did not participate in answering the questionnaire for the women senior managers. Another woman senior manager was chosen.

The objectives of the study were then explained to the respondents and when they gave their consent, the questionnaires were handed over to them to fill in. A drop-and-pick method was used and ample time of one week was provided to ensure that the respondents provided answers that they had reflected upon rather than being rushed into providing the answers. When the duly filled questionnaires were returned, the researcher embarked on the data analysis phase.

3.7 Data Analysis and Presentation

The researcher checked the questionnaires to ensure that they were duly filled by the respondents. The data was then cleaned, coded and entered in the Statistical Package for Social Sciences (SPSS Version 24.0) software for analysis. This study had three main objectives to examine the promotion processes; examine perceived empowerment, and; assess the gender stereotypes in the organisation and their influence on the effectiveness of women senior managers.

Quantitative data were analyzed using descriptive statistics such as frequencies and percentages. Additionally, inferential statistics were used in the form of correlations to establish the relationship between the glass cliff phenomenon (independent variables) and the effectiveness of women senior managers (dependent variables). Also, the Pearson Chi-square test was used to establish the association between the study variables. To achieve this, the closed-ended questions under each objective in the questionnaire were computed to create new dummy variables (promotion processes, perceived empowerment and gender stereotypes1 as well as effectiveness for the dependent variable). The dummy variables were transformed into dichotomous variables coded as 1 (yes) and 2 (no) which made it easy for the researcher to conduct the correlation and

Chi-square tests. The results of the quantitative data analysis were presented in form of tables and charts.

On the other hand, qualitative data was analysed through thematic analysis whereby the responses provided to the open-ended questions were organised according to the themes of the study which were based on the study's variables. The main themes identified were promotion, empowerment, and gender stereotypes. The findings of the qualitative data analysis were presented in the form of narratives.

3.8 Ethical Considerations

In order to ensure that research ethics are upheld in this study, ethical principles were considered. The principle of anonymity was strongly adhered to whereby the respondents were assured that the answers that they provided were held with the utmost confidence and anonymously. This means that their identity or the organisation that they work for would not be revealed either through on the questionnaire. This paved way for observing the 'do no harm principle' whereby the confidentiality upheld by this study concerning the respondents would safeguard them from any harm. This was due to the sensitive nature of some of the answers provided for this study. Also, the assurance of confidentiality enabled the respondents to provide answers as truthful as possible.

Finally, the principle of participation that is voluntary was observed to ensure that the respondents did not feel coerced to participate in the study. As such, permission and consent were sought from the respondents. It was explained to them that they could pull away from participating in the study anytime that they wished to and would not be penalized. Equally, the researcher would respect their decision.

3.9 Summary of the Chapter

This chapter is on the discussion of the research methodology that steered the conducting of this study. A descriptive survey research design was used. The target population was the human resource managers and women senior managers from Non-Governmental Organisations in Nakuru County, Kenya. A sample of 130 respondents was chosen using the simple random

sampling technique. The primary data that was collected was both quantitative and qualitative and was through a structured survey questionnaire. On the other hand, the secondary data was collected through document analysis. Consideration of research principles was made to ensure ethics was upheld when conducting the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This study purposed to assess the influence of the glass cliff phenomenon on the effectiveness of women senior managers in Non-Governmental Organisations (Non-Governmental Organisations) in Nakuru County, Kenya. This chapter is organised systematically corresponding to the objectives of the study. Presented herein are the findings, analysis and interpretation of the data that was collected. Quantitative data were analysed using descriptive and inferential statistics and presented in the form of tables and charts. On the other hand, qualitative data were analysed thematically and is presented in the form of narratives.

4.2 Questionnaire Return Rate

The sample size of the study was sixty-five Non-Governmental Organisations in Nakuru East and West sub-Counties in Nakuru County. From each NGO, a human resource manager and a woman senior manager were selected randomly to participate in the study. This meant that the study sampled 130 respondents who were provided with the survey questionnaires. There was a questionnaire for human resource managers and women senior managers. The questionnaire return rate is shown in Table 4.1 below.

Table 4.1: Response Rate

Category	**Human Resource Managers**	**Women Senior Managers**	**Total**
Duly filled and returned	54	53	107
Incomplete or unanswered	11	12	23
Total	**65**	**65**	**130**

As shown in Table 4.1 above, 54 human resource managers' questionnaires were duly filled and returned while 53 women senior managers' questionnaires were returned. This gave a response rate of 82.3%. This was regarded as appropriate for generalisation of findings. The researcher constantly followed-up on the respondents through phone calls and emails encouraging them to fill in the questionnaires. This can be ascribed as the reason for the positive return rate.

4.3 Demographic Profile of the Respondents

The study sought to understand the demographic profile of the respondents. This section mainly focuses on the demographics of human resource managers; their gender, level of education, and related organisational factors.

4.3.1 Gender of the Respondents

The gender of respondents was analysed and is as presented in Table 4.2 below.

Table 4.2: Gender Distribution of Respondents

Gender	Percent (%)	Frequency
Male	57.4	31
Female	42.6	23
Total	**100.0**	**54**

As indicated in Table 4.2 above, 57.4% of the respondents were male while 42.6% were female. This is an indication that there is no gender disparity among human resource managers. This was important in providing aspects concerning women senior managers in the organisation.

4.3.2 Highest Level of Education

The study also sought to understand the highest level of education that the human resource managers had completed and this was recorded in Table 4.3 below.

Table 4.3: Highest Level of Education Completed

Level of Education	Percent (%)	Frequency
Diploma	7.4	4
Undergraduate Degree	87.0	47
Master's Degree	5.6	3
Total	**100.0**	**54**

The results indicate that 87% of the respondents had attained undergraduate degrees, 7.4% had acquired college diplomas while 5.6% had a Masters degree. The level of education was important for this study in evaluating the respondents' literacy capability to understand and respond to the questionnaire as required.

4.3.3 Years Organisation has Existed

Additionally, the study sought to find out the number of years that the organisation had been in existence. This information is recorded in Table 4.4 below.

Table 4.4: Years Organisation has Existed

Number of Years	Percent (%)	Frequency
0-5 years	1.9	1
6-10 years	63.0	34
More than 10 years	35.2	19
Total	**100.0**	**54**

As indicated in Table 4.4 above, most of the organisations (63.0%) had been in existence for between 6 and 10 years. This showed that the organisations were in a good position to explain the changes in management in terms of the women senior managers.

4.3.4 Length of Service in Organisation

The number of years that the human resource managers had served in the organisation was recorded in Table 4.5 below.

Table 4.5: Length of Service in Organisation

Number of Years	Percent (%)	Frequency
0-5 years	37.0	20
6-10 years	53.7	29
More than 10 years	9.3	5
Total	**100.0**	**54**

The results on Table 4.5 above show that 53.7% of the respondents had worked in the organisation for between 6 and 10 years, 37.0% for between 0-5 years and 9.3% had worked in the organisation for more than 10 years. This indicates that more than half of the respondents had

worked in the organisation for more than five years and as such had a good understanding of the operations and the human resources in the organisation.

4.3.5 Organisation's Sector

The results on the sector in which the different Non-Governmental Organisations operated are recorded in Table 4.6 below.

Table 4.6: Organisation's Sector

Sector	Percent (%)	Frequency
Health	9.3	5
Child Welfare	38.9	21
Education	18.5	10
Gender Empowerment	3.7	2
Human Rights	3.7	2
Environment	3.7	2
Governance	5.6	3
Community Development	16.7	9
Total	**100.0**	**54**

As indicated in Table 4.6 above, majority of the organisations (38.9%) operated in the child welfare sector, 18.5% in the education sector, 16.7% in the community development sector, 9.3% in the health sector, 5.6% in the governance sector, while 3.7% were in the human rights, environment, and gender empowerment sectors respectively.

4.4 Promotion Processes

This study's first objective focused on the promotion processes and the effectiveness of women senior managers. The findings on this objective are recorded and discussed in this section.

4.4.1 Promotion Difficulties

The study sought to understand whether women senior managers face promotion difficulties in the organisation. The findings are recorded in Figure 4.1 below.

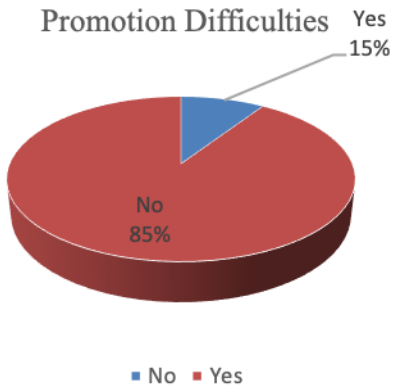


Figure 4.1: Promotion Difficulties

As indicated in Figure 4.1above, 15% of the human resource managers agreed that it was difficult for women to be promoted into senior management positions in their organisations. The main reason provided for this was inequalities that existed in the organisation. However, 85% of the human resource managers indicated that it was not difficult for women to be promoted in the organisation. According to the findings of Ryan et al., (2016), inequality barriers especially those associated with the glass ceiling have been dealt with and this has provided women with opportunities to be promoted to senior management positions.

Promotion mechanisms in the organisation were also attributed to this response. One of the respondents indicated;

> *'In our organisation, mechanisms have been put in place to ensure that the promotion process is open and it ensures equity. Frankly, promotion is not gender-based it is based on whether an individual, male or female, can perform the duties given to them. That said, if the woman has attained the required qualification, then I do not see the reason why she should not be promoted. The promotion mechanisms in this organisation are very fair.'* (Research data, HR respondent 34, 2020).

This assertion was also supported by some of the women senior managers who indicated that there were mechanisms that had been put in place to ensure that the promotion process was not difficult. According to Lansu et al. (2019) mechanisms that focus on gender bring about gendered systems thinking in the organisation. This approach on systems thinking ensures that

no gender is placed above the other in the organisation. Therefore, the promotion mechanisms are also gendered making the promotion process clear and easier. The difficulties in promotion mainly come in when a woman does not have the necessary qualifications or experience. These findings align with those of Black et al. (2017) who found out that in Non-Governmental Organisations, the promotion processes are different from those in the Corporate sector in that, more women are promoted in management positions. The NGO promotion processes ensure mechanisms that are transparent to ensure that all individuals get an equal promotion opportunity.

4.4.2 Frequency of Promoting Women

The results on the frequency of promoting women in the last five years are shown in Figure 4.2 below.

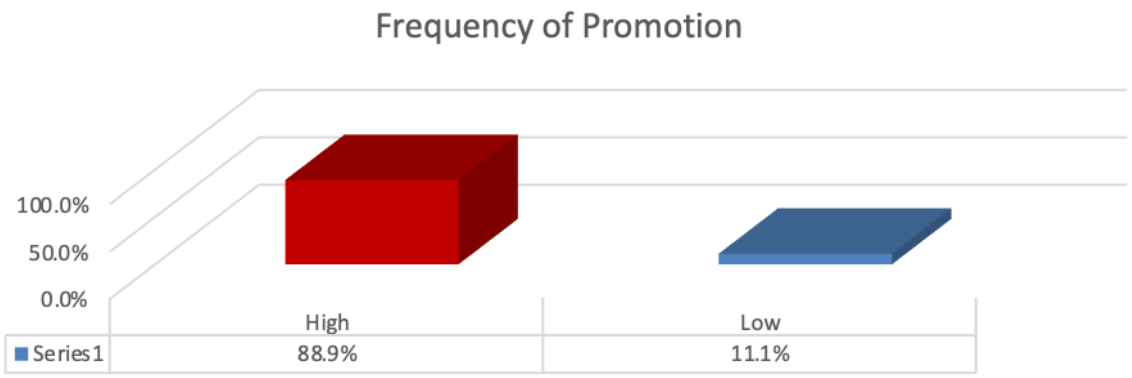


Figure 4.2: Frequency of Women Promotion

In the last five years, 88.9% of the human resource managers indicated that the frequency of promotion of women into senior management positions was high while 11.1% noted that the promotion was low. The women senior managers also indicated that in the last five years, more women had been promoted to senior management positions. One of the respondents noted;

> *'In the last five years, there has generally been low rates of promotion. This is because of the financial issues that the organisation is facing due to most donors pulling out. However, more women have been promoted to senior positions. I think this is also because the women do not stay in these positions for long. They serve for a short while*

then leave and the organisation does not recruit externally as it opts to promote internally.' (Research data, WSM respondent 2, 2020).

According to the findings by Main and Gregory-Smith (2018), the glass cliff phenomenon is exhibited when women are promoted to senior management positions when there are financial turbulences. The women are faced with unfavourable conditions which make them serve shorter tenures in the senior management positions. In the same vein, Ryan et al. (2016) indicate that when there is weak organisational performance, women are promoted to leadership positions which purport a turn-around strategy for the organisation.

4.4.3 Career Advancement Opportunities

The study sought to understand whether women senior managers were given career advancement opportunities in the organisation. The results are indicated in Figure 4.3 below.

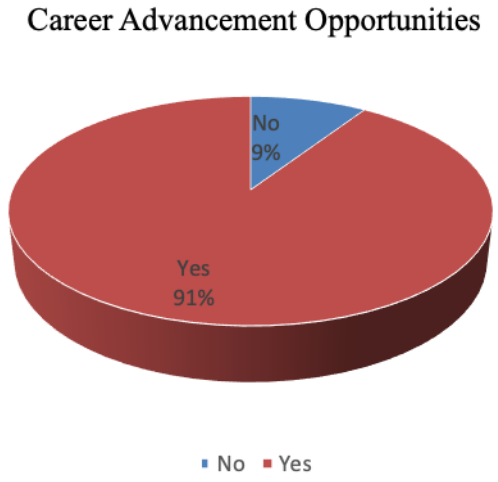


Figure 4.3 Career Advancement Opportunities

As indicated in Figure 4.3, 91% of the respondents agreed that the organisation provides women with career advancement opportunities. The women senior managers also agreed that women were allowed to grow in their careers. According to one of the respondents;

'This organisation continually provides opportunities for me to advance in my career. First, there are no gender biases on the promotion processes. Whenever there is a promotion opportunity, my boss encourages me to apply for the opportunity and I have been able to grow. Also, we are given training opportunities to gain skills and knowledge

which helps me in my career which is male-dominated and competitive.' (Research data, WSM respondent 40, 2020).

The women senior managers also pointed out that training provided helps that assist them to advance in their careers. These findings are congruent with those of Peterson (2016) who presents that in the recent past, organisations have undergone radical transformations and the need for new managerial roles and skills lead them to train their employees. This creates career advancement opportunities.

4.4.4 Factors Considered in Promoting Women Senior Managers

The results on factors considered in promoting women senior managers are indicated in Figure 4.4 below.

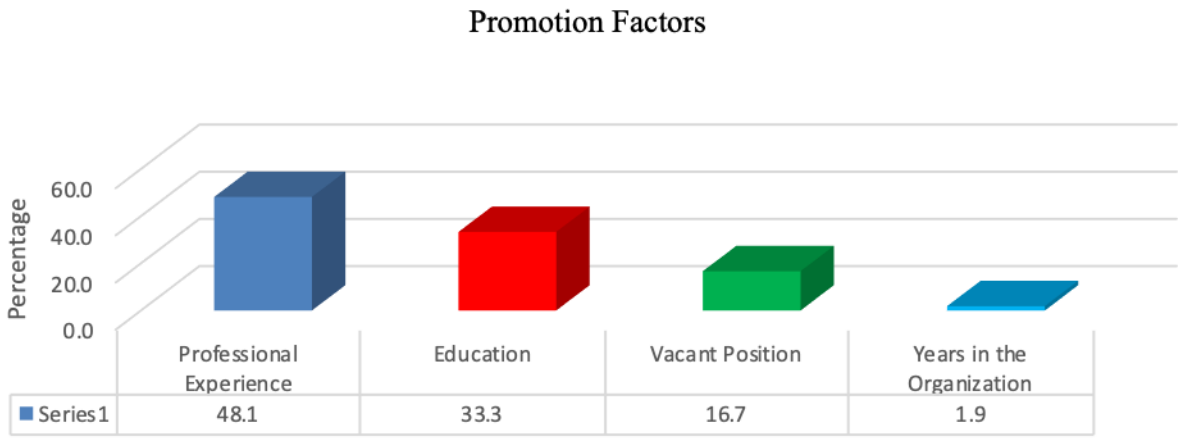


Figure 4.4: Factors Considered in Promoting Women Senior Managers

According to Figure 4.4 above, 48.1% of the respondents indicated that women senior managers were promoted based on professional experience, while those who indicated education, vacant positions and years in the organisation were 33.3%, 16.7% and 1.9% respectively. The women senior managers also indicated that their professional experience was mainly considered during promotions. In addition, although they did not consider the fact that they were likely to be promoted into risky positions as compared to their male counterparts, other factors contributed to them being in risky positions. One of the respondents indicated;

'I do not believe that women are put in riskier positions as compared to men. But I do think that you cannot compare my experience with those of my male colleagues. They

seem to have it easier as there are no gender issues that come into play in their promotions as compared to me. My organisation is male-dominated and I work in a male-dominated community; so, when gender is considered, perhaps I am in a riskier position than my male colleagues.' (Research data, WSM respondent 48, 2020).

Another respondent indicated;

'In my opinion, the word risky is relative. What is risky to me is not risky to you but as a woman working in this community that is so patriarchal, I believe that promotions and even working operations are riskier as compared to the men.' (Research data, WSM respondent 25, 2020).

These findings are similar to those of Gupta et al. (2018) who found out that the experiences of women in senior management are different from those of their male counterparts. Nevertheless, Yaghi (2018) found out that gender is a factor that is considered in the promotion of women senior managers. The view on risky promotions and positions is contextual. In matriarchal contexts, Yaghi explains that women are not placed in riskier positions than their male counterparts so that they can fail. This can be due to organisational politics. However, in patriarchal contexts, this may not be the case.

Moreover, most of the women senior managers indicated that at the time of their promotion to senior management, the organisation was performing poorly. One of the reasons provided for this was financial issues as donors were ceasing funds due to the poor global economic conditions faced in recent times. However, some respondents indicated that poor performance of the organisation was not entirely attributed to financial turbulences as there were other factors such as internal conflicts, high turnover of women senior managers and poor project implementation.

One of the respondents indicated;

'I was promoted to this position three years ago and at the time, the organisation was going through leadership wrangles and publicity issues were arising. This led to many employees leaving the organisation and one of our major donors also left. I was put in charge of creating a good public image and re-establishing a good rapport with the community.' (Research data, WSM respondent 7, 2020).

These findings are similar to those of Sabharwal (2015) who alludes that an organisation's performance can be affected by several factors which are financial or non-financial. The glass

cliff phenomenon occurs in terms of promoting women when the performance of the organisation is declining, the effectiveness of the women is negatively affected as there is low satisfaction in their work. When the organisations are in crisis, women managers are often considered in order to deal with the crisis.

4.4.5 Influence of Promotion Processes on the Effectiveness of Women Senior Managers

The study sought to assess the influence the promotion processes have on the effectiveness of women senior managers. On the questionnaire, all the close-ended questions on promotion processes and effectiveness of women senior managers were transformed into dummy variables to allow for inferential tests to take place. This was done by computing the variables by adding them into new dummy variables called promotion processes and effectiveness respectively. These dummy variables were then each transformed into a dichotomous variable which was coded as 1 (yes) and 2 (no). First, a correlation test was conducted to establish the strength between the two variables. The results are recorded in Table 4.7 below.

Table 4.7: Correlation between Promotion Processes and Effectiveness of Women Senior Managers

		Effectiveness	Promotion processes
Effectiveness	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.000
	N	54	54
Promotion processes	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	54	54

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

As indicated in Table 4.7 below, the correlation value (r) is 0.619 with a p-value of 0.000. According to Akoglu (2018), the Pearson Correlation is used to establish whether variables have a linear relationship between them. The relationship between variables can be positive or negative. In this study, there is a positive relationship between promotion processes and the effectiveness of women senior managers ($r=0.619$; $p<0.05$).

Thereafter, a Chi-square test was conducted to test the association between promotion processes and the effectiveness of women senior managers. The findings are indicated in Table 4.8 below.

Table 4.8: Test of Association between Promotion Processes and Effectiveness of Women Senior Managers

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.905[a]	8	.000
Likelihood Ratio	32.503	8	.000
Linear-by-Linear Association	.155	1	.693
N of Valid Cases	54		

As indicated in Table 4.8 above, the Pearson Chi-Square value χ^2 is 36.905 while the p-value is 0.000. This shows that there is a significant association between promotion processes and effectiveness of women senior managers. These results are in tandem with the results by Ryan et al. (2016) who indicate that promotion processes are strongly associated with the effectiveness of women in senior management positions. Additionally, Ryan et al. posit that the glass cliff phenomenon is categorised by promotion processes whereby women are promoted to precarious management positions. Equally, they are promoted when organisational performance is dwindling. This affects the performance of the women, and therefore, their effectiveness.

4.5 Perceived Empowerment

The second objective of this study focused on perceived empowerment and the effectiveness of women senior managers. The data was analysed and the results are indicated in Table 4.9 below.

Table 4.9: Perceived Empowerment

Question	**Yes**	**No**	**N**
Does the organisation provide women senior managers with the information they need to perform their work?	96.3%	3.7%	100%
Does the organisation provide women senior managers with resources they need to perform their work?	57.4%	42.6%	100%
Does the organisation empower women senior managers to improve their effectiveness in the organisation?	94.4%	5.6%	100%

As shown in Table 4.9 above, 96.3% of the respondents indicated that the organisation provides the women senior managers with the information they need to perform their work. Additionally, 57.4% of the respondents indicated that the organisation provides women senior managers with resources they need to perform their work. Finally, 94.4% of the respondents indicated that the organisation does empower women senior managers to improve their effectiveness in the organisation. These findings are corroborated by those of Bakhshi et al. (2017) who presented that in Non-Governmental Organisations, women empowerment is an important driving force for their effectiveness. The effectiveness is achieved through organisational support which includes social, organisational and emotional support.

Likewise, the women senior managers indicated that they felt that the organisation provided full support especially emotional and material support which was important in the work they performed. There was a suggestion that when the organisation provides support to its members, they are bound to work harder and achieve their work objectives. These findings correspond to those of Glass and Cook (2016) who suggest that women leaders who are supported by the organisation will often feel empowered to perform their work.

There were vast reasons provided on the challenges faced when empowering women. One of the respondents indicated;

> *'When I was promoted, I was not given an induction it was assumed that since I had been an employee in the organisation for several years, then, I knew what I was supposed to do. This was challenging and demotivating as I did not have a clue on where to start and how to go on with my work. I felt I was not achieving expected goals.'*
> (Research data, WSM respondent 10, 2020).

Also, one of the human resource managers indicated;

> *'As an organisation, we are challenged with mentoring and coaching of the employees and this included the women in senior positions. This kind of leadership development is not practised in the organisation perhaps due to the busy schedules and also lack of a training department which would have helped in this.'* (Research data, HR respondent 23, 2020).

According to Peterson (2016), women should be empowered to take on senior management positions. In order to empower women for these positions, organisations should ensure that they prepare the women through mentoring them and ensuring that they understand the roles they will play in their new appointments. Otherwise, it would be difficult to achieve effectiveness and good performance in the organisation. The organisation should provide support through information-giving and resources.

4.5.1 Influence of Perceived Empowerment on the Effectiveness of Women Senior Managers

The study sought to understand the influence perceived empowerment had on the effectiveness of women senior managers. As such, the variables had to be transformed into dummy variables. Since the effectiveness of women senior managers had already been transformed and re-coded into the dummy variable called effectiveness, perceived empowerment was also computed into a dummy variable by adding all the close-ended questions on perceived empowerment. This dummy variable was then transformed into a dichotomous variable which was coded as 1 (yes) and 2 (no). This was done to allow for inferential tests to take place. The correlation test was the first to be conducted. The results are recorded in Table 4.10 below.

Table 4.10: Correlation between Perceived Empowerment and Effectiveness of Women Senior Managers

		Effectiveness	Perceived Empowerment
Effectiveness	Pearson Correlation	1	.054
	Sig. (2-tailed)		.697
	N	54	54
Perceived Empowerment	Pearson Correlation	.054	1
	Sig. (2-tailed)	.697	
	N	54	54

The correlation value, as indicated in Table 4.10, is 0.054 at a p-value of 0.697. These findings indicate that there is no significant relationship between perceived empowerment and effectiveness of women senior managers ($p>0.05$). These findings contradict those of Yilmaz (2015) who found out that women senior managers who are empowered are more likely to

improve on their job performance and effectiveness. The correlation test provides results for the linear relationship but does not explain the association between the dependent and independent variables which can explain the influence of the independent variable on the dependent variable. A Chi-square test was conducted and the results recorded in Table 4.11 below.

Table 4.11: Test of Association between Perceived Empowerment and Effectiveness of Women Senior Managers

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.461[a]	8	.000
Likelihood Ratio	44.431	8	.000
Linear-by-Linear Association	20.287	1	.693
N of Valid Cases	54		

As indicated in Table 4.11 above, the Pearson Chi-Square value χ^2 is 37.461 while the p-value is 0.000. This shows that there is a significant association between perceived empowerment and effectiveness of women senior managers. These results align with the views by Wanjiku et al. (2016) who asserted that empowerment has a strong association to factors of effectiveness which include a commitment to the organisation. The study indicates that perceived empowerment can be felt in the organisation but it can be different from the actual empowerment in the organisation.

4.6 Gender Stereotypes

The third objective of the study focused on gender stereotypes and the effectiveness of women senior managers. The data was analysed and recorded in Table 4.12 below.

Table 4.12: Gender Stereotypes

Question	**Yes**	**No**	**N**
Does gender play a role in the appointment of women senior managers?	96.3%	3.7%	100%
Does culture play a critical role in the appointment of	44.4%	55.6%	100%

women into senior management positions?			
Does culture affect perceived management roles carried out by women in senior management positions?	5.6%	94.4%	100%

Results on Table 4.12 above show that 96.3% of the respondents agreed that gender played a role in the appointment of women senior managers. Similarly, one of the women senior managers indicated;

> *'Gender affects women appointments and promotions because women are still seen as the weaker sex and when being appointed to higher positions, there is always that consideration if the woman is capable and ready to work and that brings about the notions of gender roles which we are socialised with.'* (Research data, WSM respondent 45, 2020).

In agreement to the findings of this study, Mukarram et al. (2018) found out that gender roles affect the standards that are applied for men and women in an organisation which also affect the way appointments are done. Correspondingly, Sabharwal (2015) cites that gender is a consideration in the appointment of individuals to senior management positions. This consideration brings about the glass cliff phenomenon which negatively affects how women leaders perform their work.

On whether culture plays a role in the appointment, 55.6% of the respondents did not agree with this statement. Also, 94.4% of the respondents did not agree that culture plays a role in the perceived management roles played by women senior managers. On the contrary, the women senior managers were of the opinion that culture played a role in their appointments and management roles. One of the respondents, coded as WSM respondent 11 stated that;

> *'In this organisation, achieving gender parity is important but to be honest, culture plays a central part in the appointment of the women. Yes, we can consider competences, skills, and experience but when it comes to a male-dominated field like mine, culture is considered.'*

Equally, respondent coded as WSM respondent 49 opined that;

'Women managers have to contend with cultural perspectives in their work. The management roles we are appointed in are dependent on the roles we are expected to play in the society. In my own experience, I am vast in technological matters but my current position is in administration which seems to be suitable for women.'

These divergent views are supported by the Role Congruity Theory by Eagly (2018) which asserts that in gender stereotypes, women are given roles that fit their gender roles but when these roles go against this perspective, role incongruity occurs. Additionally, Glass and Cook (2016) highlight that there are difficulties in differentiating the roles that a senior manager plays by virtue of that position and the expected gender roles. As a result, gender stereotypes build up in the organisation.

Moreover, the study sought to understand whether there were differences between the management styles of men and women. One of the respondents coded as HR respondent 43 detailed that;

'I have noticed that men and women have different management styles. Men are more decisive and they are good at strategic thinking. Also, men are assertive in the way they lead. On the other hand, women are more approachable and they are good at solving conflicts and problems.'

In the same breath, a respondent coded as WSM respondent 17 indicated that;

'As women, it is believed that our management styles try to include every employee in different processes in the organisation but men are authoritative.'

These views are convergent with the findings of Murugami (2017) who found out that there are different attitudes held by individuals in terms of management styles. For instance, masculine management traits are associated with art and war which views male managers as dominant, influential and strong-minded. The feminine management traits foster development and growth and female managers are thought to be empathetic and sociable. These views affect the effectiveness of women senior managers especially when the perceived gender roles are incongruent with the roles that the managers should play in the organisation.

4.6.1 Departments headed by Women

The study sought to understand the departments with women senior managers and the results are recorded in Table 4.13 below.

Table 4.13: Departments headed by Women

Sector	Percent (%)	Frequency
Administration	57.4	31
Public Relations	25.9	14
ICT	5.6	3
Research and Development	3.7	2
Accounts	7.4	4
Total	**100.0**	**54**

The indications on Table 4.13 above show that 57.4% of the organisations have the administration department headed by women, 25.9% have the public relations department headed by women, 5.6% have the ICT department headed by women, 3.7% have the research and development department headed by women, and 7.4% have the accounts department headed by women. According to Yıldız and Vural (2019), stereotypes on management styles often lead to organisations hiring or promoting women in senior positions which are perceived to fit their perceived gender roles. These gender stereotypes act as barriers in achieving effectiveness at work especially when the women do not fit in the stereotypical box. Further, Yıldız and Vural indicate that in countries with high masculinities, women are chosen into management positions that will not make men feel that they are losing their decision-making authority. This leads women to senior positions that expose them to the glass cliff. Additionally, Osituyo (2018) indicates that gender stereotypes lead to women being appointed to top management positions which are considered to be compassionate with less decision-making roles.

4.6.2 Influence of Gender Stereotypes on the Effectiveness of Women Senior Managers

The study sought to examine the influence that gender stereotypes have on the effectiveness of women senior managers. As such, the variables had to be transformed into dummy variables. Since the effectiveness of women senior managers had already been transformed and re-coded into the dummy variable called effectiveness, a dummy variable called gender stereotypes1 was created by adding all the close-ended questions on gender stereotypes. This dummy variable was then transformed into a dichotomous variable which was coded as 1 (yes) and 2 (no). This was done to allow for inferential tests to take place. The first inferential test to be conducted was the

correlation test. This was achieved by conducting a Pearson correlation test which aided in the establishment of the relationship between the independent variable (gender stereotypes) and the dependent variable (effectiveness of women senior managers). These findings are recorded in Table 4.14 below.

Table 4.14: Correlation between Gender Stereotypes and Effectiveness of Women Senior Managers

		Effectiveness	Gender Stereotypes1
Effectiveness	Pearson Correlation	1	-.342*
	Sig. (2-tailed)		.011
	N	54	54
Gender Stereotypes1	Pearson Correlation	-.342**	1
	Sig. (2-tailed)	.011	
	N	54	54

**. Correlation is significant at the 0.05 level (2-tailed).

As indicated in Table 4.14 above, the correlation value is -0.342 with a p-value of 0.000. A Pearson correlation value can result in a relationship that is positive or negative (Akoglu, 2018). In this study, there is a significant negative relationship between gender stereotypes and the effectiveness of women senior managers ($p<0.05$). The results are comparable to those by Peus et al. (2015) who found out that different cultural orientation holds different perspectives. However, gender stereotypes were found to have negative influences on the effectiveness and performance of women. In the same vein, Osituyo (2018) found out that there was a negative relationship that existed between gender stereotypes and women in senior management positions. This affected their effectiveness in terms of decision-making.

In order to test the association between the variables, a Chi-square test was conducted and the results are shown in Table 4.15 below.

Table 4.15: Test of Association between Gender Stereotypes and Effectiveness of Women Senior Managers

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	61.262[a]	12	.000
Likelihood Ratio	46.758	12	.000
Linear-by-Linear Association	6.195	1	.013
N of Valid Cases	54		

The findings in Table 4.15 show that the Pearson Chi-Square value χ^2 is 61.262 while the p-value is 0.000. There is, therefore, a significant association between gender stereotypes and the effectiveness of women senior managers. According to Osituyo (2018), gender stereotypes influence the effectiveness of women leaders in organisations. These stereotypical ideologies are found to be socially constructed in patriarchal societies where women leaders are affected by the stereotypes in terms of what they do, how they do it and the decisions taken in the organisation.

4.7 Effectiveness of Women Senior Managers

The dependent variable in this study was the effectiveness of the women senior managers. The analysed data is recorded in Figure 4.5 below.

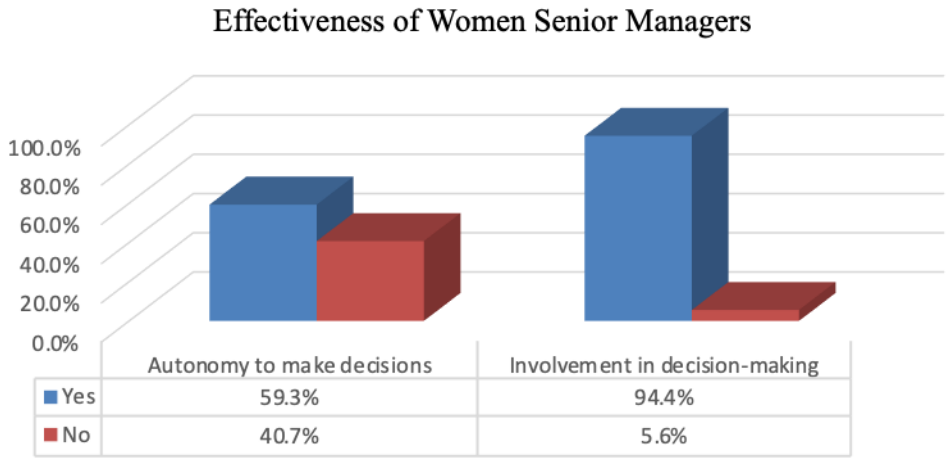


Figure 4.5: Effectiveness of Women Senior Managers

These findings indicate that 59.3% of the respondents are of the opinion that the organisation gave women senior managers the autonomy to make decisions. Also, 94.4% of the respondents indicated that the women senior managers were involved in the decision-making processes. These findings contradicted the findings of the women senior managers who indicated that they did not have the autonomy to make decisions. The women, however, indicated that they were involved in the decision-making process but the extent of involvement was not adequate. This affected their commitment and some left the organisation. One of the respondents indicated;

> *'As a senior manager, I am involved in the decision-making process but not in all matters that I am supposed to be involved in. It can be frustrating when trying to work but I am informed about the decisions that are made about my department and I am not involved.'* (Research data, WSM respondent 29, 2020).

Also, another respondent indicated that;

> *'I always feel that decision-making in this organisation is for the top management and the rest of us are just given instructions on what to execute. This means that decisions are made for me about the work that I should be doing. It's even worse because most employees in the organisation are women but the decision-makers are men. This is demotivating especially when I cannot give the ideas that will help grow the department and the organisation.'* (Research data, WSM respondent 51, 2020).

Corresponding to these findings, Ryan et al. (2016) found out that employees in the recent past are positively focused on the effectiveness of women leaders. Yet, even when women hold positions of authority, they are less likely to have meaningful influence over organisational policies. In the same way, Paustian-Underdahl et al. (2014) found out that in organisations with strong ideologies on gender, men are seen to be effective managers than women which affects the effectiveness of the women managers.

4.8 Operating Environment

The operating environment was the moderating variable between the independent variables (promotion processes, perceived empowerment, and gender stereotypes), and the dependent variable (effectiveness of women senior managers). In order to assess the role of the operating environment, data was collected and analysed on the effects of donors and competition.

According to the respondents, the working environment of most organisations was dynamic and there were constant changes which affected the organisation. It was also presented that donors affect the performance of the organisation in diverse ways. One of the respondents indicated;

> *'Our donors are from Europe and they are the major source of income for the organisation. If the donors decide to stop funds or if the funding lessens as it has for the last three to five years, the performance of the organisation is affected as we cannot operate without finances.'* (Research data, HR respondent 19, 2020).

The respondents also noted that competition with other Non-Governmental Organisations is mainly in terms of donor funding and also the locale of operation. The respondents felt that the rise of nonprofit organisations in Nakuru was increasing competition. However, some respondents felt that it was good because it helped in changing the communities. Moreover, most of the respondents said that the working environment had an effect on women senior managers and was favourable to bring about effectiveness. The respondents also were of the opinion that gender stereotypes influenced the effectiveness of women managers.

According to Burton and Leberman (2017), organisations operate in internal and external environments which over time, become socially constructed. In competitive environments, complexities rise which affects the effectiveness of the employees and the organisation. This requires systems and structures which help in the development of strategies to deal with changes. Also, Bogacz-Wojtanowska et al. (2018) found out that in the NGO sector, the operating environment affects the effectiveness of women senior managers. Both internal and external factors were found to empower women and increase their commitment. However, these factors were also seen to have the capability to put the women on the glass cliff which can affect their performance and effectiveness.

4.9 Chapter Summary

In this chapter, the data analysis using descriptive and inferential statistics is presented. The study findings have been provided focusing on the respondents' demographic profile, promotion processes, perceived empowerment, gender stereotypes, the effectiveness of women senior managers and operating environment.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the findings of the study are summarized. This aids in drawing conclusions and recommendations for the study.

5.2 Summary of Findings

The purpose of this study was to assess the influence of the glass cliff phenomenon on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya. The study had three main objectives which focused on the promotion process, perceived empowerment and gender stereotypes. The target population for the study was the human resource managers and women senior managers who worked in the 65 Non-Governmental Organisations in Nakuru East and Nakuru West sub-Counties. The study randomly sampled 130 respondents through a survey questionnaire. 107 respondents who comprised of 54 human resource managers and 53 women senior managers returned the questionnaires duly filled.

The demographic profile of the human resource managers indicated that there was gender parity of respondents where 57.4% of the respondents were male while 42.6% of the respondents were female. Also, 87% of the respondents had attained undergraduate degrees which indicated that they had literacy capability to understand and respond to the questionnaire as required. The findings also exhibited that most of the Non-Governmental Organisations had been in existence for between 6 and 10 years. Most of the respondents had worked in the organisation for between 6 and 10 years implying that they had a good understanding of the organisation's operations and human resources. Most of the Non-Governmental Organisations operated in the child welfare sector.

5.2.1 Influence of Promotion Processes on the Effectiveness of Women Senior Managers

The study found out that it was not difficult for women to be promoted in the Non-Governmental Organisations in the study location which was attributed to promotion mechanisms which were deemed to be transparent, fair and ensured equal promotion opportunities are provided. In the last five years, it was found that the frequency of promoting women to senior management

positions was high despite the high financial turmoil that the Non-Governmental Organisations were facing.

The study also found out that the women senior managers are given career advancement opportunities which allow them to grow in their career trajectories. The opportunities given are in terms of training to gain skills and knowledge. The factors mainly considered in the promoting women senior managers are professional experience and education. Additionally, the women senior managers did not support the fact that they were likely to be promoted into risky positions as compared to their male counterparts. However, gendered perspectives such as patriarchal communities where they worked in made their work riskier as compared to their male counterparts. Moreover, the study found out that most organisations were performing poorly at the time at which women senior managers were being promoted. The poor performance was indicated in terms of financial turmoil and non-financial aspects such as internal conflicts, poor project implementation and high turnover of women senior managers.

The study also found out that a positive relationship exists between promotion processes and the effectiveness of women senior managers ($r=0.619$; $p<0.05$) and a statistically significant association ($\chi^2=36.905$; $p=0.000$).

5.2.2 Influence of Perceived Empowerment on the Effectiveness of Women Senior Managers

The study found out that the organisations provided the women senior managers with information, resources that they need to perform their work. The women senior managers were also empowered to perform their work. There was organisational support provided in terms of emotional and material support which helps achieve work objectives. The challenges that were faced in empowering the women senior managers included lack of mentoring and coaching opportunities, busy organisational schedules and lack of training departments to provide training.

Additionally, the study found out that there was no correlation between perceived empowerment and the effectiveness of women senior managers ($r=0.054$; $p>0.05$). However, there was a statistically significant association between perceived empowerment and the effectiveness of women senior managers ($\chi^2=37.461$; p-value $=0.000$).

5.2.3 Influence of Gender Stereotypes on the Effectiveness of Women Senior Managers

The study found out that gender played a role in the appointment of women senior managers as gender roles affect the standards applied for men and women in the organisation. There were divergent views on the role of culture on the appointment of women managers and their management roles. The human resource managers disagreed that culture played a role in the appointment of women managers and the management roles they play while the women senior managers agreed. The women senior managers indicated that women are appointed in positions that suit them according to gender roles.

The study also found out that men and women have different management styles where men were perceived to be more authoritative, decisive and assertive while women were perceived to be approachable and good at solving conflicts and problems. The administration and public relations departments in the Non-Governmental Organisations were mainly headed by women. However, this was despite the fact that some women had qualifications and educational backgrounds which made them better suited in other fields which are deemed to be male-dominated. Moreover, the study found a significant negative correlation that exists between gender stereotypes and the effectiveness of women senior managers ($r= -0.342$; $p<0.05$). There was also a strong statistically significant association between the variables ($\chi^2= 61.262$; $p= 0.000$).

5.2.4 Effectiveness of Women Senior Managers

The study found out that according to the human resource managers, the women senior managers were provided with the autonomy to make decisions and be involved in the decision-making processes. The women senior managers, however, indicated that they were not given the autonomy to make decisions but they were involved in the decision-making processes to a certain extent. This affected their effectiveness in the organisation.

5.2.5 Operating Environment

The study found out that the operating environment for the Non-Governmental Organisations was dynamic and complex. The donors affected the performance and operations of the organisations. When the donors withdraw their funding, the organisation was affected negatively as the performance started declining. There was an indication of competition between the Non-

Governmental Organisations mainly in terms of donor funding and the locations in which the organisations operate. The rise of nonprofit organisations in Nakuru was found to increase competition. The respondents indicated that the working environment was favourable enough for women senior managers to achieve effectiveness. However, gender stereotypes in organisations affected the extent to which the effectiveness was achieved.

5.3 Conclusion

Based on the findings of this study, conclusions are made on promotion processes, perceived empowerment, and gender stereotypes and their influence on the effectiveness of women senior managers. On the promotion processes, this study concludes that it is not difficult for women to be promoted to positions of senior management in Non-Governmental Organisations in Nakuru County, Kenya. This is because, in Non-Governmental Organisations, promotion mechanisms are deemed to be transparent, fair and provide equal promotion opportunities. Additionally, the women senior managers are given career advancement opportunities to allow them to grow in their career trajectories. The main factors considered in the promotion are professional experience and education. Additionally, in the last five years, the promotion rates of women to senior management positions have been high despite the high financial turmoil that the Non-Governmental Organisations are facing.

The high promotion of more women into senior management positions when the organisation is performing poorly infers that the glass cliff phenomenon takes place in the Non-Governmental Organisations. Financial and non-financial aspects are attributed to poor organisational performance. This shows that women are promoted to senior management positions when the organisation is failing. Women are not promoted into risky positions as compared to their male counterparts but contextual gender factors such as patriarchy contribute to the women asserting that their positions are risky. It is inferred that the promotion aspect of the glass cliff phenomenon is contextual. Therefore, there is a statistically significant strong association between promotion processes and the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya.

On perceived empowerment, this study also concludes that the women senior managers are provided with information and resources that they need to perform their work. There is also organisational support that is provided to the women senior managers in terms of emotional and

material support. There are, however, challenges about mentoring, coaching, and training the women when they take up their new roles in the senior management positions. Equally, the women are not given autonomy to make decisions and their participation in the decision-making processes are limited. It is, however, deduced that perceived empowerment does not correlate with the effectiveness of women senior managers. Nevertheless, there is a statistically significant strong association between perceived empowerment and the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya.

In reference to gender stereotypes, this study concludes that gender plays a role in the appointment of women due to gender roles which affect the standard applied for men and women in the organisation. Correspondingly, gender stereotypes are applied when defining the management styles of men and women. Women are perceived as approachable and good at solving conflict and problems. This exposes them to the glass cliff during a crisis in the organisation. Gender stereotypes also affect the management roles that are undertaken by the women senior managers. This is in line with the Role Congruity Theory. This is evidenced by the women heading administration and public relations departments despite some having professional and educational backgrounds that would place them in male-dominated positions. It is inferred that gender stereotypes have a negative correlation with the effectiveness of women senior managers. Conversely, there is a statistically significant strong association between perceived empowerment and the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County, Kenya.

Finally, this study concludes that the operating environment for Non-Governmental Organisations in Nakuru County, Kenya is dynamic and complex. The organisational performance of the Non-Governmental Organisations is affected by donors who determine the availability of funds in the organisation. There is a competition to attract donor funding among the Non-Governmental Organisations and there has been a rise of nonprofit organisations in Nakuru County, Kenya. The working conditions are however favourable for women senior managers to achieve effectiveness. However, gender stereotypes affect the extent to which effectiveness is achieved in the organisation. It is, therefore, deduced that the operating environment moderates the influence of promotion processes, perceived empowerment, and gender stereotypes on the effectiveness of women senior managers.

5.4 Recommendations

Based on this study's conclusions, the following recommendations are made:

First, on promotion processes, there is need for organisations to take measures to ensure that the promotion of women senior managers is not based on gender stereotypes which propagate the glass cliff as this affects the effectiveness of the women in the organisation.

Secondly, on perceived empowerment, the Non-Governmental Organisations should consider mentoring, coaching and training of women senior managers especially when they are appointed in their new positions. This will help avert the instances of exposure to the glass cliff and subsequent failure and bring about effectiveness.

Finally, on gender stereotypes, the women senior managers should be involved more in the decision-making processes to help them make informed decisions for their departments. Also, women should be given the freedom to perform their work and in making decisions for the organisation. This will help in improving their effectiveness in the organisation.

5.5 Suggestions for Further Studies

This study assessed the influence of the glass cliff phenomenon on the effectiveness of women senior managers in Non-Governmental Organisations in Nakuru County and the following are suggestions for further research:

i. That a similar study should be conducted to provide both the perspectives of men and women senior managers.
ii. That a similar study be carried out focusing on public and private sectors.
iii. That a comparative be carried out to compare the influence of the glass cliff phenomenon on the effectiveness of women senior managers in developed and developing countries.

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APPENDIX I: LETTER OF INTRODUCTION

Dear Respondent,

I am undertaking a Masters degree course in Development Studies at St. Paul's University. I am currently undertaking a research study on '**The influence of the Glass Cliff Phenomenon on the effectiveness of women senior managers: A Case of Non-Governmental Organisations in Nakuru County, Kenya'**. The purpose of this letter is to request you to assist me to get the necessary information to enable me to achieve the specific objectives of this study. If you give consent to participate in this research study, your responses will be treated with confidentiality. Please also note that once the research begins and you would prefer not to continue participating you are free to leave at any time and you will not be victimised for doing so.

Thank you for accepting to be part of this research study.

Yours faithfully

Esther Kalekye

APPENDIX II: QUESTIONNAIRE

QUESTIONNAIRE FOR HUMAN RESOURCE MANAGERS

	SECTION A: DEMOGRAPHIC PROFILE Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
1.	Indicate your gender.	Male…… Female……	1 2
2.	What is the highest level of education that you have completed? (Please tick one)	Diploma ……. Undergraduate Degree…… Master's Degree……. PhD……. Others (Specify)…….	1 2 3 4 5
3.	How long has this organisation been in existence?		
4.	How many years have you worked in this organisation?		
5.	In what sector is this organisation?		
	SECTION B: PROMOTION PROCESSES OF WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
6.	Do women face difficulties in reference to promotions to senior management positions?	Yes……. No……...……	1 2
	Please explain your answer in (1) above		
7.	In the past five years, what has been the frequency of promoting women into senior management positions in your organisation?	High……. Low……...……...	1 2

8.	Are there opportunities for career advancement provided for women senior managers in the organisation?	Yes…… No……...……	1 2
9.	What factors are most considered when promoting women into senior management positions?		
10.	Please explain the factors affecting the career advancement of women senior managers?		
11.	In your opinion, are women more likely to be promoted to risky positions as compared to their male counterparts? Please explain.		
12.	In your opinion, is organisational performance considered when promoting women to senior management positions? Please explain.		
13.	In your opinion, are women promoted to senior management positions when there is poor organisational performance? Please explain.		
	SECTION C: PERCEIVED EMPOWERMENT OF WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
14.	Does the organisation provide women senior managers with the information they need to perform their work?	Yes…… No……...……	1 2
15.	Does the organisation provide women		

	senior managers with resources they need to perform their work?	Yes……. 1 No……...…… 2	
16.	Does the organisation empower women senior managers to improve their effectiveness in the organisation?	Yes……. 1 No……...…… 2	
17.	Please explain how the organisation supports women senior managers.		
18.	Please explain the mentoring opportunities provided to women senior managers in the organisation.		
19.	Please explain the challenges that are faced in empowering women senior managers in the organisation.		
	SECTION D: GENDER STEREOTYPES ON WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
20.	Does gender play a role in the appointment of women senior managers?	Yes……. 1 No……...…… 2	
21.	Does culture play a critical role in the appointment of women into senior management positions?	Yes……. 1 No……...…… 2	
22.	Does culture affect perceived management roles carried out by women in senior management positions?	Yes……. 1 No……...…… 2	
23.	In your opinion, are there differences between the management styles of men and women? Please explain.		
24.	Please explain the extent to which gender roles affect the effectiveness of women into senior management positions.		

25.	Please indicate the departments with women senior managers in your organisation.		
	SECTION E: EFFECTIVENESS OF WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
26.	Do women senior managers have the autonomy to make decisions on their work?	Yes…… No……...……	1 2
27.	In your organisation, are women senior managers involved in the decision-making processes?	Yes…… No……...……	1 2
28.	Please explain, how, in your opinion, the involvement of women senior managers in the organisation's decision-making processes affect their effectiveness.		
29.	In your opinion, is the work potential of women senior managers fully utilised in the organisation? Please explain.		
30.	In your opinion, are women senior managers more committed to the organisation as compared to their male counterparts? Please explain.		
31.	In your opinion, do you think the turnover of women senior managers in the organisation is higher as compared to their male counterparts? Please		

	explain.		

SECTION F: OPERATING ENVIRONMENT

32. Please explain the working environment of your organisation.
33. In your opinion, how do donors affect the performance of the organisation?
34. Please explain how the competition with other Non-Governmental Organisations affects your organisation
35. In your opinion, does the organisation's working environment affect the effectiveness of women senior managers?

Thank you for your participation.

QUESTIONNAIRE FOR WOMEN SENIOR MANAGERS

	PROMOTION PROCESSES OF WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
1.	Please explain the difficulties that women face in reference to promotions to senior management positions in this organisation?		
2.	Please explain, in the past five years, what has been the frequency of promoting women into senior management positions in your organisation?		
3.	Please explain the factors affecting the career advancement of women senior managers?		
4.	In your own experience, please explain the considerations that the organisation has made in your promotion.		
5.	In your opinion, are women more likely to be promoted to risky positions as compared to their male counterparts? Please explain.		
6.	In your opinion, is organisational performance considered when promoting women to senior management positions? Please explain.		
7.	Please explain the performance of this organisation at the time at which you were appointed to your current position.		
	PERCEIVED EMPOWERMENT OF WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
8.	In your opinion, does the organisation provide women senior managers with the information they need to perform their work? Please explain.		

9.	In your opinion, does the organisation provide women senior managers with resources they need to perform their work? Please explain.		
10.	Please explain how the organisation empowers women senior managers.		
11.	Please explain how the organisation supports women senior managers.		
12.	Please explain the challenges that are faced in empowering women senior managers in the organisation.		
	GENDER STEREOTYPES OF WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
13.	In your opinion, does gender play a role in the appointment of women senior managers? Please explain.		
14.	In your opinion, does culture play a critical role in the appointment of women into senior management positions? Please explain.		
15.	In your opinion, does culture affect perceived management roles carried out by women in senior management positions? Please explain.		
16.	In your opinion, are there differences between the management styles of men and women? Please explain.		
17.	Please explain the extent to which gender roles affect the effectiveness of women into senior management positions.		
	EFFECTIVENESS OF WOMEN SENIOR MANAGERS Please respond by either writing a statement or a tick (√) as required.		
	QUESTIONS	**OPTIONS/ANSWERS**	
18.	As a woman senior manager, do you have the autonomy to make decisions on your work in this organisation? Please explain.		
19.	In this organisation, are women senior managers involved in the decision-making processes? Please explain.		
20.	Please explain, how, in your opinion,		

	the involvement of women senior managers in the organisation's decision-making processes affect their effectiveness.		
21.	In your opinion, is the work potential of women senior managers fully utilised in the organisation? Please explain.		
22.	In your opinion, are women senior managers more committed to the organisation as compared to their male counterparts? Please explain.		
23.	In your opinion, do you think the turnover of women senior managers in the organisation is higher as compared to their male counterparts? Please explain.		

Thank you for your participation.

APPENDIX III: UNIVERSITY RECOMMENDATION LETTER

ST. PAUL'S UNIVERSITY

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2nd March 2020

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.
Dear Sir/Madam,

Re: Recommendation for Esther Kalekye Mumo- MDSDIST215019 to conduct research.

This letter confirms the above named person is a student of the Masters of Development Studies at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'The influence of the glass cliff phenomenon on the effectiveness of women senior managers: a case of nongovernmental organizations in Nakuru County'.*

Kindly grant this student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

BOARD OF POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
02 MAR 2020
TEL: 020 - 2020505 / 2020510
KENYA
P.O. PRIVATE BAG - 00217, LIMURU

APPENDIX IV: RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **474692**

Date of Issue: **23/March/2020**

RESEARCH LICENSE



This is to Certify that Miss.. ESTHER KALEKYE MUMO of St. Paul's University, has been licensed to conduct research in Nakuru on the topic: THE INFLUENCE OF THE GLASS CLIFF PHENOMENON ON THE EFFECTIVENESS OF WOMEN SENIOR MANAGERS: A CASE OF NON-GOVERNMENTAL ORGANIZATIONS IN NAKURU COUNTY, KENYA for the period ending : 23/March/2021.

License No: **NACOSTI/P/20/4360**

474692

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

APPENDIX V: LETTER OF AUTHORIZATION

THE PRESIDENCY

MINISTRY OF INTERIOR AND
CO-ORDINATION OF NATIONAL GOVERNMENT

Telegram: "DISTRICTER" Nakuru
Telephone: Nakuru 051-2212515
When replying please quote

COUNTY COMMISSIONER
NAKURU COUNTY
P.O. BOX 81
NAKURU.

Ref No. CC. SR.EDU 12/1/2/VOL.VI/1 **April, 2020**

Deputy County Commissioner
- Nakuru East Sub County
- Nakuru West Sub County

RE: - RESEARCH AUTHORIZATION – ESTHER KALEKYE MUMO

The above named student from St. Paul's University has been authorized to carry out research on "**the influence of the glass cliff phenomenon on the effectiveness of women senior managers: a case of non-governmental organizations in** Nakuru East and Nakuru West Sub Counties in Nakuru County for a period ending 23rd March, 2021.

Please accord her all the necessary support to facilitate the success of her research.

MARY W. MWANGI
FOR: COUNTY COMMISSIONER
NAKURU COUNTY