

## THE IMPACT OF ORGANIZATIONAL GENDER DYNAMICS ON ESTABLISHMENT OF FORMAL STRATEGIC MANAGEMENT SYSTEMS

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### ABSTRACT

In most societies, gender concern has been a cultural policy issue for many years. Women have been seen as passive beneficiaries of development. On this basis, many gender policies have been developed. Gender policy approaches began in 1950 during which the emphasis was laid on the welfare of the women. The purpose was to bring women into development as better mothers. This policy lasted up to 1970 when equity gender policy emerged whose purpose was to gain equity from women in development. It recognized all women's roles and sought to meet strategic gender needs through direct state intervention, giving political and economic autonomy and reducing inequality with men. This policy was later followed by efficiency approach policy which was predominant approach in the 1980s. The purpose was to ensure that the development was more efficient through women's economic contribution, with participation associated with equity. It sought to meet practical gender needs while relying on all roles and elasticity of women's time. Women were seen in terms of capacity to compensate for declines in social services. The most recent approach is the integration approach which is characterized by a shift from Women in Development (WID) to Gender and Development (GAD). This is a reaction to marginalization of WID. The purpose is to integrate gender awareness and competence into mainstream development. It recognizes the different gender roles and need and access to control over resources by both men and women. GAD promotes effectiveness and efficiency as well as identifying opportunities for improving gender redistribution and equity in development. *It was on the basis of these policies that the author of this study set out to examine the impact of organizational gender dynamics on establishment of formal strategic management systems in Kenya.* An econometrics model relating to gender dynamics and levels of establishment of formal strategic management systems was developed. Samples of 33 organizational male top managers and 33 organizational female top managers were then taken by use of convenient sampling method and tested. The results show that the estimated coefficient is positive and significant. This means that being a male top manager have an effect on the establishment of formal strategic management in organizations. Other things being equal, the conclusion arising from this study is that there is not yet equity between male top managers and female top managers. Perhaps the various gender equity policies so far adopted have not contributed effectively to the attainment of gender equity in the management of resources.

**Key words:** Gender, Equity, Policies, and Development

## INTRODUCTION

Many people associate the word gender with women affairs. This is not true in the real sense of the word gender. Gender refers to the roles and values which are supposed to be upheld by different sexes - men and women in a given community. These roles vary according to a culture and change with time. The word gender is thus different from the word sex. Whereas sex refers to a universal nature of human being which remains unchanged with time, gender is dynamic and changes with a community's cultural norms.

## LITERATURE REVIEW

In most global societies, gender concern has been a cultural policy issue for many years. Gender policy approaches began in 1950 during which the emphasis was laid on the welfare of the women. The purpose was to bring women into development as better mothers (Nakhone, 1997). Women were then seen as passive beneficiaries of development. Welfare concerns recognized the reproduction role of gender needs through top down malnutrition and family planning. This policy lasted up to 1970 when equity gender policy emerged. Equity gender policy was the original "Women in Development" (WID) approach used between 1975 and 1985 United Nations Women Decade. The purpose was to gain equity from women in development. It recognized all women's roles and sought to meet strategic gender needs through direct state intervention, giving political and economic autonomy and reducing inequality with men. It challenged women's subordinate position but was criticized by many as Western Feminism (Nakhone, 1997).

The second WID approach was anti poverty policy used from 1970 onwards. Its purpose was to ensure that women increased their productivity where they were seen as active participants in development and their poverty was seen as a problem of underdevelopment, not subordination. This concept recognized the productive role of women, sought to meet practical gender needs to earn an income, particularly in small scale income generation projects. This policy was later followed by efficiency approach which was predominant WID approach in the 1980s. The purpose was to ensure that the development was more efficient through women's economic contribution, with participation associated with equity. It sought to meet practical gender needs while relying on all roles and elasticity of women's time. Women were seen in terms of capacity to compensate for declines in social services.

Another approach was Women Empowerment which was articulated by the Third World Women since 1970. It challenged other WID approaches and Equity as Western Feminism. The purpose of this approach was to empower women through greater self-reliance. Inequalities in gender relations were recognized but women's subordination was seen not only as male problem, but also as colonial and neo-colonial oppression. It recognized all women's roles, sought to meet strategic gender needs indirectly through bottom-up mobilization around practical gender needs. It was potentially challenging concept and unpopular except with the Third World Women's non-Government Organizations.

The most recent approach is the integration approach which is characterized by a shift from Women in Development (WID) to Gender and Development (GAD). This is a reaction to marginalization of WID. The purpose is to integrate gender awareness and competence into mainstream development. It recognizes the different gender roles and need and access to control over resources by both men and women. GAD promotes effectiveness and efficiency as well as identifying opportunities for improving gender redistribution and equity in development policy, programmes and projects. It is influential in the shift of emphasis from

efficiency alone to the linking productivity and poverty towards human development (Nakhone, 1997).

### Statement of the Problem

#### Why is there Much Concern on Gender Issues in Organizations?

The increasing emphasis on gender is a result of the related realization of the vital role that women play in the economic development of most global societies, often as the principal or sole income generator of the family unit. Thus to the extent that if development projects do not take women into consideration, the chances are great that the development impact of the projects may be reduced or limited (Young, 1988). It is thus clear that the greatest opportunity for involving women in organizational developments has earlier been in the level of micro and small-scale enterprise projects, but of late there has been an increasing concern that women should also be involved in the senior management of organizations world-wide because they have always been underprivileged despite their numerical strengths and wide dispersion.

#### The population of Kenya by Gender

Table 1 shows that over the years there have been slightly more women in Kenya than men such that policies and programmes should direct equal opportunities to women and men and probably more towards women.

**Table 1: The Population of Kenya by Gender**

Year	Men	Women	Total	Percentage	
				Men	Women
1962	4,277,000	4,359,000	8,639,000	49.5	50.5
1969	5,460,000	5,482,000	5,482,000	49.9	50.1
1979	7,607,000	7,720,000	15,327,000	49.6	50.4
1989	10,628,000	10,815,000	21,443,000	49.6	50.4
1999	15,273,000	15,273,000	30,473,000	49.9	50.1
2009	20,546,000	20,673,000	41,219,000	49.85	50.15

*Source: Population censuses (Various Years) Central Bureau of Statistics*

Research reveals that over 90% of the Kenyan rural women are economically active, but their likelihood in participating in the management and labour force are determined by their age, motherhood, marital status and level of education (Macharia, 1992). Women are also said to “work like bees” but their work in the home front is not quantified (Macharia, 1992). Further, research has revealed that there are more women workers in rural areas than men workers as opposed to the urban areas where we have more men workers than women workers.

From the earlier studies, it is clear that stagnation and slow development of the Kenyan economy are attributed to gender inequalities. It was on this basis that the author of this study

set out *to examine the impact of organizational gender dynamics on establishment of formal strategic management systems in Kenya*. Based on this objective, the hypothesis of this study was:

*“Organizational gender dynamics in Kenya has some influence on the establishment of formal strategic management systems”*

## METHODOLOGY

This research applied an empirical logit functional model of investigation with the following dependent and independent variables:

$$Y = f ( X, \epsilon )$$

Y	=	Level of formal strategic management systems, where
0	=	No formal strategic management systems is established.
1	=	Formal strategic management system is established in one or two functional areas
2	=	Formal strategic management system is established in three or four functional areas
3	=	Formal strategic management system is established in five or more functional areas
X	=	Sex of the respondent, where
1	=	Female top Manager
2	=	Male top Manager
€	=	Error term

Mathematically, the logit model can be expressed as follows:

$$P_{ij} = \frac{e^{z_{ij}^1 B}}{\sum_{j=1}^J e^{z_{ij}^1 B}}$$

Where

$P_{ij}$	=	Probability that respondent $i$ reports formal strategic management level $j$
$Z^1$	=	A vector of antecedent variables
$J$	=	Level of strategic management system
$i$	=	Respondent $i$ , $i=1 \dots N$
$B$	=	Maximum likelihood parameter coefficients of of $Z_{ijs}$

The logit model is the natural complement of the regression model, and both models belong to the realm of causal relationships. Both models were originally designed for the analysis of experimental data. The only difference is that the logit model permits a specific economic interpretation in terms of utility maximization in situations of discrete choice (Crammer, 2011). When the dependent variable is discrete, the error terms are no longer normally distributed and the ordinary least squares method cannot be used. In such cases, a logit model is appropriate (Shin, 2012).

The population of study included all the public and private organizations in Nairobi City which was defined as extending from Jomo Kenyatta International Airport and Mlolongo Estate to the South, to Uthiru/Gitaru to the North, and Ongata Rongai and Ngong Township to the West, and to Ruiru Township to the East. Nairobi City was identified for this research because it has various known types of organizations, mixed races and tribes representing various cultures including urban culture since gender dynamic problems are globally encountered. Convenient samples of 33 male and 33 female top managers were selected and interviewed. Using a questionnaire, the researcher and his enumerators cross-sectionally interviewed a total of 66 top managers. Where the manager was unwilling, an adjacent public or private organization was approached. The data collected was then sifted and all the outliers removed and the data elements standardized and fed into the computer.

The null hypothesis tested is:

***“Organizational gender dynamics in Kenya do not have influence on the establishment of formal strategic management systems”***

### Results

The information on the computer printout shows the following results at 95% Confidence level:

Calculated Value of  $t = 3.545$

Critical Value of  $t = 2.042$

Thus the Calculated Value of  $t$  is positive and more than the absolute value of  $t$ . This is supported by the Coefficient of Determination  $R^2$  which is 0.637, an indication that there is significant correlation of Dependent and Independent Variables. Thus the null hypothesis is rejected at 95% confidence level. We therefore adopt the alternate hypothesis that; ***“Organizational gender dynamics in Kenya have influence on the establishment of formal strategic management systems”***

### Conclusions

The conclusion which can be drawn from this research evidence is that we are quite sure that being a male top manager in an organization influences ***the establishment of formal strategic management systems. Hence there is probability that an organization with a top female manager in Kenya and perhaps in a global arena is likely not to have strategic management systems.*** Probably the gender policies advanced so far have not been quite effective in bringing about gender equality in Kenya and probably in the global arena.

### Recommendations

The finding of this study has shown that gender dynamics do significantly influence the formation of formal management systems. It follows therefore that the various countries which have been struggling and are still struggling to bring about gender equity should evaluate the policies so far implemented with intentions of formulating new dynamic gender policies.

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