Ethical Dimension in Gender Management: An Empirical Analysis to the Impediments Facing Female Managers in Kenya

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Abstract

This study presents an overview of gender diversity type barriers in organizations based on the characteristics of a sample of Kenyan mid-level female managers. This research investigates how women in middle level management are involved in the management processes. Glass ceiling to professional growth of female managers in Kenyan organizations were independently analyzed. These included; corporate leadership involvement, corporate practices, career progression and growth, and corporate culture. The study aimed at establishing an existence of gender diversity barriers with an ethical dimension. The research employed a survey research design. The sample for this research consisted of 250 female managers from selected organizations for study in the country. Several hypotheses were formulated. Data was analyzed with an aid of SPSS software using Principal component analysis (PCA) and Factor analysis of the research variables. The major finding showed that female middle level managers in Kenyan organizations face a glass ceiling and other professional impediments in their working environment which, for instance, inhibit their promotion. Other barriers such as lack of enough organizational support, in networking and mentoring were also established. It was also noted that corporate practices, corporate culture and leadership involvement practices contribute to gender diversity barriers. Hence, it was recommended that an ethical culture which is effective, equitable and just; on gender management approaches be created and sustained in Kenyan corporations and organizations.

Keywords: *Ethical gender diversity, glass ceiling, corporate climate, corporate practices*

1. Introduction

Over the past two decades, there has been a massive influx of women into the workforce in every region of the world. Greater numbers of women are involved in public services and an increasing number of countries are adopting equal opportunity policies to encourage and enable women to join the labour market. Yet, despite significant progress in education and access to decision-making posts, women's status in the workplace reflects neither their educational achievements nor their work experience. Indeed, women continue to face numerous obstacles to accessing the labour market and to progressing within it (Clover, *et a*l, 2001). Women almost everywhere still earn less than men for work of equal value; they have fewer opportunities to obtain better-paid jobs; and they still assume the lion's share of domestic responsibilities. In many countries, women face discrimination in the workplace based on assumptions about women's role in society and on what jobs are "appropriate" for women (Beauchamp and Bowie, 2004). Research on gender in management and diversity has been interested in differences in management obstacles faced by women. According to several authors, women faced different obstacles in their professional and work promotion towards top management position (Hornett and Fredricks, 2005). For instance (Githui, 2011) has identified three types of obstacles facing women in management - psychological, situational and social. It has been found that several factors are barriers to management work of women. Bowie (2002) investigated the effects of cultural values on gender gap.

Several authors have contributed to literature on gender similarities and differences in leadership style and behaviour of managers (Clover et al., 2001; Clover et al., 2002). Within companies, women are particularly under-represented in management and decision making roles: in Kenya, they represent on average just 5% of the membership of the governing bodies of listed companies. In today's economically advanced countries, women constitute about fifty percent of the workforce (Fisher and Lovell, 2009).

Furthermore, an increasing number of women are represented in management. For instance, in the United States (U.S.) thirty to forty percent of managerial positions are held by women (Boatright, 2009). Although ethical decision-making has emerged as a critical issue in both the academic and popular press (Handel, 2003), research that considers the role of gender in perceptions of ethical decision-making is in its early stages (Clover et al., 2001; Clover et al., 2002). Gender inequality continues to exist in management functions, and the increase in the number of female university graduates will not itself be sufficient to close the gap. As shown by the linear projection of the historic trends in numbers of women graduates applied to women's representation in top management positions, unless the current rules of the promotion system are changed, the growth in female graduate numbers will have a very marginal impact on women's representation on governing bodies.

Since 1970s, there have been growing numbers of women in the labor force. A study by Toth (2001) indicates that the proportion of women in the managerial ranks has increased in almost all countries. Women are demanding greater equality in the work environment. One of the main factors that need to be considered in order to achieve equality in the work environment is gender differences. Gender differences and mutual perceptions between men and women may vary across countries and their diverse cultures. Furthermore, contributing aspects such as education, government policies, media images, and opinion leaders can re-alter/influence gender differences and levels. It can be noted that the proportion of women in lower and midlevel* management positions has increased dramatically, while the proportion of women reaching top management positions or climbing up the corporate ladder has remained relatively small (ILO, 2002).

Circumstances do suggest that women in management are able to advance 'just so far' in corporate hierarchies, before encountering a 'glass ceiling' that prevents or reduces the likelihood of them reaching top management levels or executive status in a firm. Although women are now graduating in higher numbers than men from educational institutions (Finegan, 1994) and more women are entering the paid workforce (Held, 1993) and taking up managerial roles (Franke et al., 1997), owing to 'glass ceiling,' the poor representation of women at senior management levels continues. The study suggests that companies where women are most strongly represented at board or top-management level are also the companies that perform best. Confirming the existence of the gender gap – most notably in the composition of corporate management bodies   (Finegan, 1994) study offers fact-based insights into the importance of companies in fostering the development of women in the business arena, so that a greater number attain positions of high responsibility. Finally, building on these insights and observations, and highlighting main barriers to female representation on management bodies in Kenyan corporations, this study seeks to bring practical debate on challenges facing female managers in organization with a Kenyan perspective and with specific focus on corporate culture, corporate practices, leadership involvement and career progression and growth.

1.2. Problem statement

Although more women are now graduating in higher numbers than men from educational institutions and more of them entering the paid workforce and taking up managerial roles , owing to 'gender working impediments', poor representation of women at senior management levels in Kenyan corporations continues. Women's participation and progression in the labour market is increasing although some barriers still remain, including the more insidious and ingrained organizational culture, which maintains workplace inequalities through institutional practices. This types of barriers operate both internally, in form of 'glass ceiling' making it harder for women to progress to the highest levels and externally, as a deterrent that prevents women from entering male-dominated, higher paid, and higher status occupations. In ethical inclination, it is expected that organizations would practice equity and fairness in gender management and diversity in their work approaches. This has also been outlined in the new Kenyan Constitution of 2010. However, this is not the case in most Kenyan organizations.

This research therefore sought to establish the impediments facing female managers in organizations with a purely Kenyan focus, and with regards to corporate culture, corporate practices, leadership involvement and organizational climate.

1.3. Research Objectives
1.3.1. General objective
The main objective was to examine the ethical dimension of gender diversity barriers in Kenyan corporations and institutions.

1.3.2. Specific Objectives

The specific objectives of this study were as follows:

a) To examine the effect of corporate culture on gender diversity barriers with an ethical dimension

b) To assess whether corporate practices contribute to gender diversity barriers with ethical concerns.

c) To find out the extent of women leadership involvement on gender diversity barriers with moral and ethical intent.

d) To investigate the extent of female managers involvement in career progression and growth in organizational management with an ethical perspective.

2.0. Literature Review

2.1. Overview of the Literature

Gender diversity is still a major issue in the work place because of the impact that gender stereotypes have on the attitudes and decision-making of employers and employees alike. 'Hard evidence' of gendered practices in specific workplaces is often difficult to come by (Clover et al., 2001; Clover et al., 2002) but this does not necessarily reduce their impact. Particular beliefs about gender and gendered characteristics still prevail: the 'normal' manager is male and more likely to be promoted than an equally well-qualified woman. Gender, therefore, despite not being perceived as a barrier by many, is still an issue which impacts upon labour market recruitment and progression and must be taken on board by employers. This review therefore focused on key selected topics, which were limited to leadership involvement, corporate culture, corporate practices and career progression and growth.

2.1.1. Leadership Involvement

In global and revolution era, management is signed by a quick change that is very difficult to predict. Organizations which faces turbulent business environment needs different management approach. This type of organization needs a flexible organization structure as a tool to realize the change. Besides that, employee empowerment is becoming an important issue in managing human resources. Employee empowerment in an organization means that everyone is a leader. Because of that, leaders who spread at all organization lines are needed in an organization so that an organization does not depend on one or two figures of a leader anymore. Modern organization should create that all people within organization are leaders (Murphy, 1995). In the above situation, effective leadership is leadership that involves and empowers employees in organization. Because of that, participative leadership and transformational leadership are becoming important concepts in that kind of situation. Both leadership concepts are valued as the most effective ones because they give wide chances to empower human resources asset (Gilligan et al., 1988). Participative leadership focuses on power sharing and giving authority to employees. Participative leadership involves manager's efforts to push and ease other people's participation in decision making (Johnson, 2009). Other things that are related to participative leadership are consultation, collective decision making, power sharing, decentralization and democratic management. On the other hand, transformational leadership focused on the process of commitment development into organization objectives and give trusts to subordinates in order to reach those objectives (Johnson, 2009).

Managers are strived to do some changes within the organization which involves all organization members. The purpose is to change the old ways and develop a new better ways. Related to leadership, some researchers stated their opinions that the abilities possessed by female managers will be more effective while leading a modern organization compared to male managers. According to these researchers, a female manager has more attention on consensus building and smart in developing interpersonal relationship (Wood, 1998)). Based on meta-analysis, female managers use more participative leadership styles (Clover et al., 2001; Clover et al., 2002). Female leaders in a variety of contexts were found to be highly transformational (Bowie, 2002). However, related to work affectivity, gender factor was not too important. It means that on the whole, there is no performance difference between female managers and male managers (Clover et al., 2001; Clover et al., 2002).

Franke et al., (1997) conducted research on female managers who are successful in managing their organizations using modern ways. Organizations that they manage are proven to exist in current global competition. Results of research show that female managers hold several principals in leading the organization. **First**, those female managers manage organizations using strong basic philosophy. It means they do businesses using values that they really believe in. **Second**, those female managers have mission, vision, long-term and short-term goals. They execute business plans in detail. **Third**, those female managers have good interpersonal communication abilities with their employees. Relationship with employees was developed based on family atmosphere. They can trust one another; between supervisor and subordinates or among colleagues from the same level of leadership. **Fourth**, they have good abilities in developing communication with customers or clients. Business relationship that they create with their customers is also based on family atmosphere. Consumers are part of family which is integrated within the company so that those managers sincerely always care about consumers' needs. **Fifth**, those female managers have social attention to employees as consequence of part of the family. They want to listen to problems faced by their employees and they are also like to assist their employees' problems. **Sixth**, those female managers care about social responsibilities to their communities. They actively do social activities such as tithe routinely for those who are in need.

2.1.2. Corporate Culture

Globalization has moved quickly and pervasively and influenced business competition. It has caused company's or organization's strategy to be developed so as to cope to with those situations. Managers are forced to change organization culture and organization structure so can be in accordance with strategic management. Organization culture is an important challenge for manager. Organizational culture is defined as a pattern of shared basic assumptions that the organization learned as it solved its problems of external and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Tilley, 2009). Tilley (2009) perceives organizational culture as a pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration. Such a pattern has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems. An investigation of the glass ceiling suggests that beliefs and attitudes held by organizational staff, as well as the social structures of the organization, contribute to the barriers that impede women's career advancement.

The literature on glass ceiling suggests barriers that fall under broad categories of corporate culture, corporate practices, and corporate climate. As is the case with the barriers, these practices generally fall under the category of corporate culture. Clover et al., (2001) indicates that if organizations are interested in retaining talented women and minorities, a change in organizational culture is called for. Male-dominated organizations still appear to have perspectives that are incompatible with the advancement of women to upper management levels. Re-addressing human resource policies and practices and changing the organizational culture and executive attitudes should help organizations retain highly talented women. Organizational culture is a very elusive concept due to the variety of perspectives that come under scrutiny in the academic literature. According to Borrie (1996), corporate culture refers to the values, beliefs, and norms shared by organizational members that govern how they behave towards each other and outsiders. Furthermore, Hornett and Fredricks (2005) indicated that organizational culture influences what employees can do and how they conceptualize, define, analyze, and address issues.

A study by Kittay (2001) indicated that judgments about effective management continue to be based on an adherence to a purely masculine gender stereotype. Such a stereotype creates an incongruity between the role of management and the gender role of women pursuing a career in management. When women use a feminine management style, they are considered ineffective leaders (Githui, 2011). Hon (1995) further indicated that this mismatch in roles often leads to discrimination against women when it comes to top management positions.
Companies' short- and long-term objectives should include efforts to achieve diversity both at the senior management level and throughout the organization (Calder, 1971). Furthermore, Cooper indicated that performance appraisals, compensation incentives, and other evaluation measures must reflect the line manager's ability to set high standards and demonstrate progress toward breaking through the glass ceiling. Additionally, it recommends that while organizations cannot make members of society blind to differences in color, culture, or gender, they can demand and enforce merit-based practice and behavior internally.

Covey (1992) suggests that 'white-male managerial behavior' is unconsciously accepted as the norm to which everyone who wishes to be a manager must aspire. Covey suggests that succeeding by assimilation to this norm blinds white men to the potential limitations of the system and how others are disadvantaged by the system.

Therefore, there is a need for the companies to provide formal training at regular intervals on company time in order to sensitize all employees regarding such matters and to familiarize them with the possible resulting benefits to the company. In addition, corporate culture also influences and determines the orientation of the organization in relation to diversity. Diversity is an asset that, when managed properly, can translate into an environment where all employees can use their full potential and develop. Limited attention devoted to – and tolerance of – diversity translate, on the other hand, into an inhospitable and exclusionary environment for women. The literature suggests that few organizations embrace diversity effectively and adopt a holistic approach to eliminating unfairness and discrimination (Clover et al., 2001; Clover et al., 2002).

2.1.3. Corporate Practices in the Organization

In organizations, a lack of clear job descriptions for higher echelon jobs and a lack of formal systems for recruitment, in some instances, tend to create obstacles to such advancement. Furthermore, the existence of informal male networks, sometimes referred to as 'old boy networks,' also tends to exclude women from top positions (ILO, 2002).

Once hired, women are often initially placed in 'genderized' fields: channeled into personnel-related or highly technical and professional jobs that are not traditional positions that are on-track to the top, resulting in a 'glass wall.' Organizational policies need to be in place that support the promotion of qualified women to management positions, and which thereby attempt to retain this valuable resource. Recommendations for improving opportunities include expanding women's access to core areas of the business and to various developmental experiences, such as rotational and nontraditional job assignments that broaden the base of a candidate's experience and visibility (Beauchamp and Bowie, 2004). According to Held (2006) corporate practices include training and development, networking, mentoring, flexible working hours, and other family-friendly initiatives, for example, the provision of nursery services and day care centers, flex-time, and family support services, which can be helpful in terms of allowing the effective reconciliation of employees' multiple roles. Boatright (2009) further indicated that training and development are organizationally directed experiences designed to improve employee competency levels and enhance organizational performance.

Insufficiencies in networking, mentoring, flexible working hours, and family friendly initiatives will indirectly strengthen the existence of the glass ceiling in the organization. Organizations are encouraged to select, promote, and retain qualified individuals, expand their recruitment practices, and seek candidates from non customary sources, backgrounds, and experiences. Badi and Badi (2009) also indicated that women's advancement to top management is directly related to their increased knowledge and skills and the professional development opportunities made available to them throughout their careers. According to Johnson (2009) women's career development prospects are also affected by the variety of jobs or special rotational job assignments, to which they are exposed, particularly in areas on the revenue-producing side of business. Furthermore, Bowie (2002) indicated that few organizations, on the other hand, make a systematic effort to assist women by keeping women's career development prospects affected by the variety of jobs or special rotational job assignments to which they are exposed, particularly in areas of revenue-producing side of the business.

Furthermore, Bowie (2002) indicated that few organizations, on the other hand, make a systematic effort to assist women by keeping them informed of all training and career development programs available and by giving them access to these programs. The study by Tilley (2009) indicate that recommendations for improving opportunities include expanding women's access to core areas of business and to various developmental experiences, such as rotational and non-traditional job assignments that broaden the base of a candidate's experience and visibility.

2.1.4. Career Progression and Growth

According to Bowie (2002) female managers in every country remain a tiny fraction of those in senior positions. Women managers report that a lack of career development opportunities has created problems in their careers (Kittay, 2001).

They also perceive that they have fewer opportunities than men for promotion to senior management (Boatright, 2009). Additionally, two-thirds of the women executives surveyed by Murphy et al., (1995) said they were not actively encouraged to participate in career development activities. A lack of a career has been cited as a problem encountered by Australian women managers (Hon, 1995). This upper-level gender segregation results in women remaining concentrated at the bottom of the career ladder even in those areas that are traditionally female dominated. Bowie (1996) indicates that female international managers have to overcome many additional overt and covert barriers before being developed for international assignment. Debeljuh (2006) used random effects models and data from the Panel Study of Income Dynamics, and examined gender and race inequalities at the 25th, 50th, and 75th percentiles of white male earnings. The study found the evidence of a glass ceiling for women, but racial inequalities among men do not follow a similar pattern. Rawls (1971a) also indicates that the glass ceiling issue has considerable impact on women's careers internationally. Furthermore, Fisher and Lovell (2009) also stated that even if female managers have a high level of education and the desire to progress in their careers, it remains the case that few achieve the same status or salary as their male counterparts and that one of the reasons for this is the so-called 'glass ceiling.' Wood (1998) indicate that despite the increased number of women both participating in the workforce and reaching management positions, the evidence demonstrates that, for the majority, advancement to the very highest levels is rare and that the 'glass ceiling' still exists.

2.1.4. Corporate Climate

As reported above, glass ceiling can be reflected in corporate culture, corporate practices, and corporate climate. According to Kittay (2001), organizational climate refers to the prevailing corporate perceptions of women's professional capabilities and commitment to their careers. It also includes attitudes towards women that could result in unsupportive and discouraging work environments (Calder, 1971). Johnson (2009) further indicated that in most organizations that are male-led, the male network still exists, and studies show that women have been largely excluded from these networks. The benefits of informal networking are well acknowledged as important to upward mobility, including information exchange, career planning and strategizing, professional support and encouragement, and increased visibility. Discomfort on both sides leads to this exclusion (Fisher and Lovell, 2009). Many organizations still embrace a 'male-oriented' management style, where direct and aggressive behavior is the norm. However, when women embrace this style, they are frequently labeled as 'bossy' and 'pushy,' whereas men using the same behaviors are labeled 'leaders' (Debeljuh, 2006).

In general, negative attitudes permeate the workplace, as regards questioning women's professional capabilities, inviting them in turn to work harder in order to prove their credentials and commitment (Hornett and Fredricks, 2005)). According to Franke et al., (1997), interestingly, aggressiveness, objective thinking, dominance, competition, and decisiveness are characteristics often found in leadership research studies as amongst those characteristics considered by both men and women as desirable. However, when women display these traits, they often receive negative evaluations; while men displaying the same traits are positively evaluated. Women report the perception that if they adopt a 'feminine' managerial style, they run the risk of being viewed as ineffective, and if they adopt a 'masculine' style, they are criticized for not being feminine.

According to Murphy (1995), once women are expected to assimilate and become part of the male network, there seems to be a trend away from that, particularly with the attention now being paid to women's leadership styles. However, in male dominated organizations, women often feel under-utilized and devalued. Women are not only excluded from informal networks, but also from important meetings where decisions are made. Women tend to be given lower level projects with less visibility (Finegan, 1994). Furthermore, according to Handel (2003), women's ideas are frequently discounted or ignored, creating the 'invisible-woman syndrome', and their actions are highly scrutinized and seen as a test case for women in the future.

2.2. Ethical Inclination

Clover et al., (2002) have mentioned capacity to innovate and to realize this performance is linked to the opportunity to produce a more inclusive culture to improve the working culture for women and to appreciate the diversity that women bring to organization. Githui (2011) argues that concepts of diversity and equality should be taken into account in the values and the processes with executing strategies or managing the organization with an idea to integrate the global and local socio-cultural and socio-political environment of the project: a real asset for organization development priorities.

Diversity is an important topic for today's leader to understand. To be an effective leader in a multi-cultural environment one must be open, honest and willing to embrace people who are "different" from self (Held, 2003). Divisiveness creates an environment where people are untrusting, uncooperative and less productive. Nothing gets in the way of achieving your goals like division in the ranks especially if it is done on gender basis. As demographics shift in terms of gender, cultural or other differences among working people, the leader must stand against prejudice and strive to develop communication skills that unite rather than divide followers. Today, more than ever, organizations are working to become inclusive of diverse peoples rather than exclusive of any one group (Hon, 1995). Many traditionally white male dominated industries and organizations are reaching out to women, youth and people of color in order to fully staff their operation and to cultivate workers and leaders for the future. In addition, more and more organizations are doing business globally. It is essential for these organizations to understand the customs and protocol of those lands and peoples they serve (Held, 1993).

Gilligan (1982) has mentioned that if females are more ethical than males, as the literature on the subject generally suggests, then engaging and encouraging females in their careers would certainly promote an ethical environment. The findings provided evidence that female business students are more ethically predisposed than their male counterparts. Females would appear to demonstrate greater sensitivity on ethical issues. Wood (1999) has found that women managers face different value challenges than men managers. They found that role conflict and certain features of the organizational work culture, particularly the management culture, which was generally perceived as strongly masculine were the factors that contributed to delaying or avoiding accession to the post of headship in schools (Toth, 2001). Badi and Badi (2009), have introduced another dimension in this debate namely; Dual responsibilities of Women. In their considered view, women have equal opportunities in jobs and salaries but inevitably women play a dual or triple role of job, home and children responsibilities. We agree with them when they conclude that this dual responsibility of women calls for a separate consideration for women employees by both corporate and government.

2.2.1. Virtue Ethics

In Aristotle's view, when a person acts in accordance with his nature and realizes his full potential, he will do well and be content. At birth, a baby is not a person, but a potential person. To become a "real" person, the child's inherent potential must be realized. Unhappiness and frustration are caused by the unrealized potential of a person, leading to failed goals and a poor life. Aristotle said, "Nature does nothing in vain." Therefore, it is imperative for persons to act in accordance with their nature and develop their latent talents in order to be content and complete. Happiness was held to be the ultimate goal. All other things, such as civic life or wealth, are merely means to the end. Self-realization, the awareness of one's nature and the development of one's talents, is the surest path to happiness (Githui, 2011). Aristotle was the proponent for virtue ethics in our daily ventures and undertakings. It is a stable quality in man; an internal principle or a habit. Plato, Aristotle's teacher had identified four virtues, those of wisdom, courage, self control and justice (Rawls, 1971b). Aristotle included liberality, the virtuous attitude towards money. When we say that a person is just, honest or prudent, we mean that in this particular person, there is stable quality of justice, honesty or prudence. Virtues are not the 'ends' rather they are the 'means'. They are personal qualities that provide the basis for an individual to lead a good, noble or happy life (Gichure, 2009). As moral agents, business operators will be judged based on their morals and virtues (Bowie, 2002).

2.2.2. Theory of justice

According to Rawls (1971), under a veil of ignorance, rational, self–interested, and equal individuals will agree that each person is to have an equal right to the most extensive total system of equal basic liberties. Moreover, social and economic inequalities are to be arranged so that they are both to the greatest benefit of the least advantaged and attached to offices and positions open to all under conditions of fair equality of opportunity. In Rawls's opinion, the first virtue of social institutions is justice for the individual and not aggregate welfare. He is concerned more with how the pie is divided than with how large it is. Inequalities are just only if they result in benefits for everyone, with particular emphasis on the least advantage (Rawls, 1971a).

The theory of justice requires decision makers and managers to be guided by equity, fairness, and impartiality. It relies on three types of moral prescriptions: (a) that individuals who are similar in a relevant respect should be treated similarly and individuals who are different in a relevant respect should be treated differently in proportion to the difference between them; (b) that rules should be administrated fairly and clearly; and (c) that individuals should not be held responsible for matters over which they have no control, and should be compensated for the cost of their injuries by those responsible for these injuries (Calder, 1971). Decision making and reasoning based on the theory of justice focus on the distributional effect of actions among all the genders and sexes in the organization (Kant, 1785).

### 2.2.3. Universalism (The Categorical Imperative)

The philosopher Immanuel Kant (1721-1804) taught an ethical philosophy known as the Categorical Imperative. According to Kant, we should make all of our ethical actions as if they were to become universal laws. If you decide to act in a certain way in a certain situation, you are saying in effect that everyone in the same situation ought to act in the same way. Kant also taught that every person should always be treated as an end in his own right and never as a means to an end. In other words, people are not to be used or manipulated like objects, but are always to be treated with dignity (Covey, 1992). According to this approach, moral authority is determined by the extent the intention of an act treats all people with respect. It includes the requirement that everyone would (should) act this way in the same circumstances. A person should choose to act if and only if he or she would be willing to have every person on earth, in that same situation, act exactly that same way. There are no exceptions or qualifications. Also, the action must respect all others, and treat people as ends, not means to an end (Bowie, 2002).

In moral management, ethical norms that adhere to a high standard of right behavior are employed. Moral managers not only conform to accepted and high levels of professional conduct, they also commonly exemplify leadership on ethical issues. Moral managers want to be profitable, but only within the confines of sound legal and ethical precepts, such as fairness, justice, and due process. Under this approach, the orientation is toward both the letter and the spirit of the law. Law is seen as minimal ethical behavior and the preference and goal is to operate well above what the law mandates (Badi and Badi, 2009). Moral managers seek out and use sound ethical principles such as justice, rights, utilitarianism, and the Golden Rule to guide their decisions. When ethical dilemmas arise, moral managers assume a leadership position for their companies and industries (Borrie, 1996).

2.3. Development of Conceptual Framework

The scope of this study is restricted to impediments to gender diversity with key variables of corporate culture, corporate practices, leadership involvement and career progression and growth. Therefore the conceptual framework is a composition of the four variables that the researcher sought to find out. This has been shown in the figure below:

Fig 2.3: The Conceptual Frame work
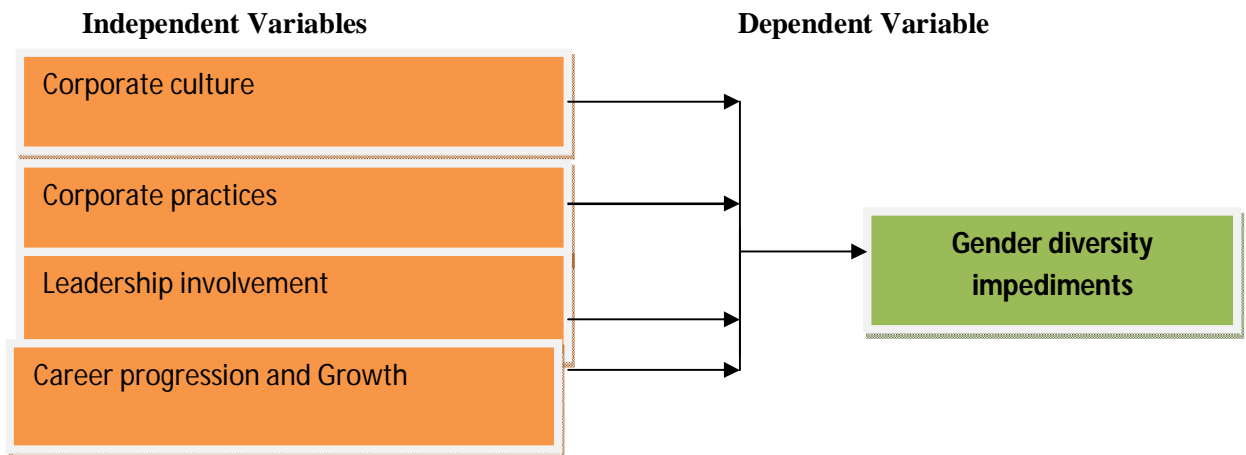
Source: Researcher (2012)

3.0. Methods

3.1. Methodology

The main aim of this research was to empirically determine the impediments to gender diversity in management in Kenyan corporations. The research used primary data from the selected study population and sample. The significance of the difference between research variables was verified with the help of F-test and Principal component Analysis (PCA) with greater look being directed at formulated hypothesis. For the purpose of this research, the author conducted simple factor analysis and Principal Component Analysis (PCA) analysis using simple regression model analysis of the respective variables and results captured in mean returns, co-efficient of regression, sum of squares.

3.2. Sample

Data was collected from two hundred and fifty female respondents (250, working in corporations and institutions based in Mt. Kenya region. A survey, in English, was distributed by the author to selected institutions with the area of study and with a greater focus on female managers. The data was collected during the fall of December, 2012.

3.3. Sources of Data, Instrument and Data Collection

All data collected for this study was purely primary information. Primary data was collected through structured questionnaires. The factors tested have been incorporated using a Likert-type method. The various steps were carried out for short-listing the variables of interest. The process started with literature review to identify critical factors for success. Focus group meetings were held to obtain a more comprehensive review; these groups were selected from various geographical regions and were facilitated by a team of consultants as guided by the researcher. The first draft of factors was prepared and piloted. Testing for reliability and validity checks were conducted.

3.4. Testable Hypothesis

To study whether gender diversity in management is experimental in Kenyan corporations or not, the following hypotheses were formulated**:**

> **H1:** *In Kenyan companies, female managers work in the context of corporate cultures that fail to value gender diversity.*
>
> **H2:** Having genders sensitive corporate practices promote careers of female managers
>
> **H3:** *In Kenyan companies, gender diversity in leadership involvement is well pronounced*
>
> **H4:** *In Kenyan companies, female managers do not receive the development opportunities necessary for career advancement.*

3.5. Data Analysis

This study applied the questions primarily derived from the studies developed by Bergman and Hallberg (2002). The first section of the questionnaire was designed to collect information regarding respondents' characteristics. This section was designed to collect respondents' information regarding the research model variables. A five point Likert scale (totally disagree, disagree, slightly agree, agree, and totally agree) was used. The data obtained were analyzed using SPSS (Statistical Packages for Social Sciences) software program. Empirical statistical analysis was used to analyze the data.

4.0. Research Findings

From the analysis of the collected data, the following information highlights the main findings of research model as well as the main aims of the researcher.

Table 4. 1: Product moment Correlation Analysis of the variables

Product moments correlations between variables					
	Gender diversity	**Corporate culture**	**Leadership involvement**	**Corporate practices**	**Career progression and advancement**
Gender diversity	1	.303**	.347*	.866**	.600**
Corporate culture	.675***	1	.545*	.623***	.542**
Leadership involvement	.987*	.543*	1	.789*	.452*
Corporate practices	.879*	.980**	.123**	1	.104**
Career progression and advancement	347*	.453*	.342*	.781*	1
*** Significant at p <.001; ** Significant at p < .01; * Significant at p <.05					

The correlation between gender diversity and the independent variables of corporate culture, leadership involvement, corporate practices and career progression and advancement were found to be statistically significant and were highly positive. Similarly, the positive correlations seemed to support the predictions and findings of Bergman and Hallberg (2002).

The correlations between gender diversity and corporate culture (.303**, p <.001), gender diversity and leadership involvement (.347*, P<.05), gender diversity and corporate practices (.866**, P<.001) and gender diversity and career progression and advancement (.600*, P<.05) were highly positive. The significant, positive correlation between gender and the independent variables provides initial support for the formulated hypothesis H1, H2, H3 and H4 respectively.

4.2. Principal Component Analysis of Factors under Research

The results of regression analysis indicated that gender diversity was strongly influenced jointly by the independent variables (corporate culture, leadership involvement, corporate practices and progression and advancement), and that the influence was statistically significant.

Further, the partial regression coefficients of all independent variables were positive, again findings of the model of Bergman and Hallberg (2002) on the impact of corporate culture and activities on gender diversity.

Table 4.2: Factor Analysis of Gender diversity impediment

Factor Analysis					
Univariate Repeated Measures PCA Gender diversity impediments					
Source	**DF**	**Sum of Squares**	**Mean Square**	**F value**	**P value**
Overall model	245	25.218	12.609	11.36	.000
Std error	124	137.637	1.110		
Gender diversity impediments	245	11.492	11.492	10.353	.002

Table 4. 2 display the values of the coefficients in the regression equation, and measures the probability that a linear relationship exists between the research model and dependent variable, gender diversity. The factor analysis coefficient for the variable gender diversity is 10.93. Its significance level is 0.002 which are less than 0.05. It shows significant multiple linear relationships between research model and the dependent variable. This finding confirms the existence of gender insensitivities in most corporations in Kenya. Though there are pronounced policies, these issues are silent in most organizations.

Table 4.3: Factor Analysis of Corporate culture and research model

Factor Analysis					
Univariate Repeated Measures PCA Corporate culture					
Source	DF	Sum of Squares	Mean Square	F value	P value
Overall model	246	11.218	11.609	8.36	.003
Std error	119	127.637	2.110		
Corporate culture	246	11.492	10.492	9.353	.001

The table 4.3 displays the values of the coefficients in the regression equation and measures the probability that a linear relationship exists between the research model and independent variable, corporate culture. The factor analysis coefficient (F-value) for the variable corporate culture is 9.353. Its significance level is 0.001 which are less than 0.05. It shows significant multiple linear relationships between research model and the independent variable corporate culture. This positive significance shows that female managers and employees are hugely affected by corporate culture practices which create glass ceilings beyond certain levels.

Table 4.4: Factor Analysis of Leadership involvement and Research model

Factor Analysis					
Univariate Repeated Measures PCA Leadership involvement					
Source	DF	Sum of Squares	Mean Square	F- value	P- value
Overall model	247	15.218	14.609	10.36	.001
Std error	104	123.637	0.110		
Leadership involvement	247	10.492	19.492	10.243	.002

The table 4.4 displays the values of the coefficients in the regression equation and measures the probability that a linear relationship exists between the research model and dependent variable, leadership involvement. The factor analysis coefficient (F-value) for the variable leadership involvement is 10.243. Its significance level is 0.002 which are less than 0.05. It shows significant multiple linear relationships between research model and the independent variable leadership involvement. This positive significance shows that female managers and employees are not extensively considered in avenues of leadership involvement and promotion due to established glass ceilings in management.

Table 4.5: Factor Analysis of Corporate practices and Research model

Factor Analysis					
Univariate Repeated Measures PCA Corporate practices					
Source	DF	Sum of Squares	Mean Square	F- value	P- value
Overall model	236	18.218	12.399	6.28	.002
Std error	124	134.456	1.110		
Corporate practices	236	6.492	10.492	9.242	.001

The table 4.5 displays the values of the coefficients in the regression equation and measures the probability that a linear relationship exists between the research model and independent variable, corporate practices. The factor analysis coefficient (F-value) for the variable corporate practices is 9.242. Its significance level is 0.001 which are less than 0.05. It shows significant multiple linear relationships between research model and the independent variable corporate practices. This positive significance shows that female managers and employees are hugely affected by corporate practices which create glass ceilings beyond certain levels. Women managers may not be extensively involved in corporate activities such as training and further scholarships compared to their male counterparts.

Table 4.6: Factor Analysis of Career progression and growth and Research model

Factor Analysis					
Univariate Repeated Measures PCA career progression and growth					
Source	DF	Sum of Squares	Mean Square	F- value	P- value
Overall model	248	25.218	9.227	10.06	.002
Std error	89	137.637	2.920		
career progression and growth	248	13.350	23.467	5.387	.000

The table 4.6 displays the values of the coefficients in the regression equation and measures the probability that a linear relationship exists between the research model and independent variable, career progression and growth. The factor analysis coefficient (F-value) for the variable career progression and growth is 5.387. Its significance level is 0.000 which are less than 0.05. It shows significant weak relationships between research model and the independent variable career progression and growth. This weak relationship shows that women managers have been noted to be involved in career advancement activities through private study. However this progression is not widely practiced in all organizations, thus confirming further that women employees and managers are not given equal opportunities compared to their male practitioners.

5.0. Discussion

The research suggests that women in Kenyan organizations do not receive enough organizational support, including networking and mentoring. Therefore, Kenyan organizations should provide more support to women as a human resource by assisting them at work. The findings show that the culture of Kenyan organizations inhibits the promotion of female managers and that they do not receive development opportunities necessary for career advancement or organizational support, including networking, mentoring, and family-friendly initiatives (Held, 2006). The findings of this study are expected to shed some light on the glass ceiling faced by women as a human resource, particularly from the perspective of mid-level women managers. With respect to barriers stemming from the corporate culture, the respondents considered the cultures of their organizations to be generally unsupportive and as evidencing the need to improve the attitudes towards women (Clover et al., 2002). In addition, the findings also suggest dissatisfaction with prevailing organizational practices and career development opportunities.

The findings can be attributed to a pattern of harmonious coexistence between women and men that has evolved in the context of Kenyan organizations. Under the globalization trend, it is important to pay attention to the productivity of women as a human resource, in order to leverage the intellectual capital of the entire workforce, and to retain competent, experienced, and loyal managers, irrespective of gender (Bowie, 2002).

Practical implications of the study relate to providing a basis for discussions between women and men who are working together and are faced with finding solutions to managerial dilemmas together. Knowing that women consider more and other factors than men in the analysis is useful to creating more effective communication between male and female managers about issues in business ethics. In ethical management, ethics as espoused by Immanuel Kant in his Duty ethics is a human duty which is central to morality based on rational people's respect for other rational people. There is also the guiding principle that is based on conduct which produces the greatest happiness or benefit to the greatest number of people. (Referred to as utilitarianism - this might also be considered 'the greater good' concept as inferred by Rawls (1971a). Thus employing both male and female managers should be based on principles of equity, justice and in a socially responsible paradigm.

5.1. Recommendations on the Best Practices for Achieving Gender Diversity

i. Adapt Human Resources Management Process

At the same time, companies must ensure that their recruitment, appraisal and career management systems do not hold women back in their professional development. The process for identifying high-potentials often focuses exclusively on managers between the ages of 28 and 35; to avoid potential opting outs, for instance, it could be altered to incorporate more flexible criteria, such as the number of years of service in the company, in order to make allowance for periods of maternity leave.

Looking beyond the reengineering of processes needed, human resource functions have an essential role to play in sensitizing front-line managers and spotting potential women candidates. When it comes to promotion, many managers now suggest having at least one woman on every shortlist. Some companies, such as Virgin Atlantic, have organized training for recruiters and operational managers to make them aware of the importance of diversity and to identify prejudices that affect their decisions. Finally, Kenyan companies and other public institutions must be in a position to offer personalized career paths, in order to retain the best female talent. Flexibility in the management of human resources goes hand in hand with flexible working time, as advocated above.

ii. Provision of Social Environment

Greater participation by women in corporate senior management will require social environments that are more supportive of working women. Two types of lever can be applied: support services and facilities should be developed to help reconcile work with family life (childcare, family support, family subsidies, etc), and gender equality promoted in the workplace (equal pay, equal hours, equal responsibilities.

iii. Create Transparency by Implementing Gender Diversity Indicators

Creating and monitoring gender diversity indicators is the first step towards achieving any change. The main indicators include: the proportion of women in the company's various business lines, at each level of management, and among new recruits; pay levels and attrition rates between men and women in similar functions; the ratio of women promoted to women eligible for promotion. Monitoring such performance indicators should raise awareness about the magnitude of the gaps to be closed within the organization; it should also serve as a tool for defining and directing priorities for action.

iv. Providing Leadership Support to Female Managers

Coaching, network-building or mentoring programs can be highly effective in raising women's awareness of the limitations they impose on themselves and enabling them to manage their careers in a male-centric environment, so as to rise to highest levels in leadership processes. Women also need to be made aware of the vital importance of networking. Setting up women's networks within the company sensitizes women to this fact, and creates opportunities for broader professional exposure, while also raising the profile of female leaders in the organization, which is essential in helping young women to identify with role models. By motivating women and facilitating their development, these initiatives are often remarkably successful in retaining and even expanding the female talent pool within companies.

v. Creating a Culture of Ethics

It's not the compliance program that should be followed in organizations, but rather it's the culture that needs to be created and maintained in Kenyan corporations and institutions. Management should set the tone. Managers must model ethical behavior in employment and promotion based on gender diversity. They must "walk the talk. Employees must trust management at all levels. Employees learn appropriate behavior by what they see managers doing. The importance of management and employment ethics must be communicated at all levels of the organization. This would be the basis of ensuring that all employees, both female and male are valued in the organizational practices.

5.2. Conclusion and Directions for Further Research

This research study examines the effects of corporate culture, leadership involvement, career progression and growth; and corporate practices on the existence of a glass ceiling and other inhibitors from the perspective of mid-level women managers in Kenyan organizations. The findings suggest that common precepts of glass ceiling theory are supported in the Kenyan context. This is also supported by Aristotelian virtue ethics and justice theory of deontology. However, further research in this field is expected to develop more complete questionnaires and with larger sample sizes. Getting the relevant respondents to participate in this research was a major problem that this study faced. When approached, many of them refused to participate. This problem and other issues have contributed to limitations of this study. The major limitation of the study was low number of respondents. While the number of respondents who participated in the study may have been low, this might be overcome in the future if more respondents could be encouraged to participate.

This research suggests opportunities for researchers interested in further exploring glass ceiling effect in organizations. More empirical research is needed and would be particularly useful in providing more empirical evidence to support the findings. Additionally, there is a need then to conduct studies on glass ceiling effect in organizations from the perspective of women at lower level or top level management in order to develop a more comprehensive theory and understanding of corporate culture, corporate climate, and corporate practices and to eradicate glass ceiling effect on female managers in organizations.

5.3. Limitations

In interpreting the results of this study, certain limitations need to be considered. First, the sample is rather small. However, significance is achieved which is more difficult with smaller sample sizes. Second, the results are not easily generalized. The sample is drawn from one country only. Furthermore, the sample, graduate business students, may not be representative of the population overall. These limitations notwithstanding, the results of this study contribute to the ethics literature by enhancing our understanding of gender differences in ethical analysis.

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