



Attitudinal Factors, Socio-Cultural and Religious-Historical as Barriers to Women's Participation in Management Levels

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ABSTRACT

The aim of this study was to assess attitudinal factors, socio-cultural and religious-historical as barriers to women's participation in the management of the country. According to theoretical studies, the following factors as barriers to the appointment of women to management levels were selected for the study. Attitudinal factors, social factors - cultural, religious and historical. The study was descriptive - survey consisted of male and female middle managers working for the Department of Education, among which 100 patients (46 females and 54 males) multistage cluster sampling - was stratified. Variables measured, subsequent to obtaining the reliability and validity of the questionnaire was used. For data analysis, in addition to the variables described in mean, standard deviation, frequency, method one sample test, Friedman test and Spearman correlation coefficient was used. The results indicated that among the factors examined, research subjects and attitudinal factors, socio-cultural, religious-historical are effective in preventing the appointment of women to management levels. Impact of attitudes, religious - historical, political, organizational, and there was no significant difference between women and men. Attitudinal factors evaluated were more men than women, whereas women religious factors - historical than men were evaluated. Comparison of the mean of several factors indicates that the highest mean is devoted to the following factors: - religious, historical, social - cultural attitudes.

Keywords: Attitudinal Factors, Socio-cultural, Religious-Historical, Women's Participation and Management

INTRODUCTION

Nowadays, human being can access to more relevant as well as precise information on various subject matters given the ongoing process of globalization of nearly all aspects of human activities, rapid pace of changes taking place thanks to technology, mass communication revolution and development of electronic systems. These novel tools and technological developments in the area of information systems have facilitated easy and simple access to the data on different subject matters. This process cannot be interrupted, whether human being can process and comprehend this increasing amount of data or not.

According to this fact, human beings find out that he cannot be successful in his life unless he properly uses his thinking power as well as the resources he have at hand. He also cannot and achieve economic, political, cultural and social goals, unless he properly think and use his skills and the external resources he have. A skilled, competent and efficient workforce is considered as the most important asset of every country, which should be effectively used as a beneficial resource in the process of development. Most of the countries with abundant natural resources do not have qualified human resources; therefore, they cannot properly use their god given gifts for the purpose of development. Thus, they have a wretched life as the one in the early era since they cannot benefit from technological advances due to their lack of competent human resources. However, other countries, which do not have these abundant resources, have tried to educate their human resources, so that they can benefit from a skilled and educated work force. Therefore, they have peace and comfort in their lives. Moreover, they may accomplish economic, social, cultural and scientific goals day by day and benefit from technological advances of these developments in their lives [1].

Ten years later in the World Conference held in Nairobi in 1985, it was suggested that the member states of the United Nations should attempt to accomplish following objectives:

"They should use effective policies to mobilize forces, so that the female individuals may be politically supported by the government. Moreover, basic social grounds for female individuals' employment should be provided in society. Therefore, female individuals can easily be employed in different sectors within the country. These social and political supports provide the prerequisite grounds for female individuals, so that they can be employed in both simple jobs and the kind of jobs, which demand a great deal of expertise and responsibilities. The latter include jobs in management positions in all sectors of the economy, education, etc."

"Gender Discrimination in various aspects of social activities excludes the female individuals from taking part in economic development of the country. These issues include discrimination in education, employment and wage (gender wage gap), job promotion and career mobility programs, inflexible working conditions, lack of access to production resources and the unequal sharing of the family responsibilities between male and female individuals in the families, unequal employment opportunities as well as economic and political opportunities in all aspects of local, national and international areas. These issues arise from structural and attitudinal barriers to unequal job opportunities in a society. In other words, these issues arise from the way the individuals think about gender difference in a society; i.e. the equality between men and women for conducting economic, social and political activities in the country. The United Nations should consider these issues seriously important and put them in their policy agenda. They should identify equal employment opportunities for female individuals as those in the leader (management) positions and managerial decision-making processes. According to the UN study, if current trends continue, the women should wait at least 490 years to be equal with the men in the number of decision-making positions. Therefore, this issue should be in agenda and be resolved as soon as possible [2].

Studying occupational status of the female individuals in Iran shows that these individuals not only suffer from the unequal employment opportunities but also they do not have much of a chance of progressing up through the ranks.

The social division of labor between male and female individuals over history was not on an equal basis in Iran. Instead, male individuals had higher social roles in society than female individuals over history. The male individuals also had higher level of access to scarce resources than female individuals did including "wealth", "social status" and "power". In other words, male individuals had better social status, were wealthier and more powerful compared to female individuals. Since the dominant political system was a patriarchal kind of system; thereby, different aspects of the culture and the relations of this system have continuously lingered in various aspects of social lives of the individuals in society. As a result, the male individuals entirely take the lead in articulating the political leadership in society and make decisions for the entire society, whether these decisions affected the situation of the women in society or not. In other words, woman had no right to make decisions in political matters and more importantly, they were not allowed to take positions in high political ranks in society. Statistics indicate that women were completely excluded from taking management positions in our society. The large mass of women in the labor force was not used in managerial ranks, whether in micro or macro management.

The situation of our country compared to most of the other countries around the world is very unfavorable. The Women's workforce Development can be reflected in three major international indexes: Human Development Index (HDI), Gender-related Development Index (GDI) and Gender Empowerment Index (GEM). Gender Empowerment Index (GEM) is an important indicator in this regard (or is the most important index in this context).

Iran had the 87th rank in this index among 102 other countries in 1995. This index was only calculated for the countries where it was possible to measure gender empowerment between men and women [3]. As it can be seen, Iran does not have a satisfactory rank in this index; therefore, the situation of our country should be improved to meet worldwide criteria in this context.

Official statistics showed that only 27.6% of all literate female individuals of the country had high level of education and university degrees; however, less than 12% of this large segment of the population was the employed women. This statistic was extracted from the statistics published by statistical center of Iran. Nearly a third of the 12% employed women worked in scientific, technical and professional areas of activities. Only 2.8% of the 12% employed women had management positions in society; however, a quarter of these positions included deputy directors or device management positions [2].

In other words, based on the Census of Population and Housing, women were rarely selected for management positions in Iran in the past few years. The statistics provided by UNDP showed that women had the lowest rate of participation in the workforce in Iran.

In other words, Iran has the 87th rank considering women's participation in the workforce among 102 other countries around the world based on the 1998 report (United Nations Development Office, 28 July 2004).

Nowadays, a significant part of the problems in community is due to the patriarchal view of the humanity. If we look at the universe, man and woman from such an angle, we may witness the emergence of a social system, values and rights that might fit the patriarchal view. Even when we typically refer to religious sentences and philosophical works, we expect to get the same answer, which is in accordance with this view. Although this view is apparently not valid anymore nowadays, it is the major source the problems that women face in the society

today. This view has influenced the social and historical aspects of the human being living in society even in the present era. It has also negative effects on the life style of human being. Even when we speak about freedom and equal rights for men and women, our measure for equality of freedom and rights is based on those rights that men had and even have today in the typical patriarchal society. Even this measure is also based on the undue privileges that men had in such society. These privileges were unconsciously given to men because the dominant view in society was based on a patriarchal view; thus, the individuals gave men those privileges without giving it any doubt. Thus, when the women wanted to take back their rights, they wanted to be in the same positions as men were once before and wanted the very same rights that men had once before. Sometimes, things got worse and women wanted to take revenge from men because they had once unfairly dominance over women. Even women struggled to take back the privileges usurped by men at any expense without giving it any thought. They acted on impulse rather than thought. However, if we first change our viewpoint, we can better comprehend this matter. We should realize that humanity has two sides; one side is woman and the other one is man. In other words, human beings are divided to male and female individuals. Then, perhaps with this new viewpoint, many issues may be resolved easier. Thus, it is not necessary that women stop being a woman, so that they can benefit from all the privileges and opportunities they should have. On the other hand, the men are not forced to choose a typical women's life style, so that they may have equal rights as the women. In other words, when patriarchal system no longer governs a typical society, there are no longer gender differences among men and women and they are considered as equal human being regarding their rights in this new modified society.

One of the factors and causes that led to a man-dominated society in the past lies in the fact that women were excluded from taking important social responsibilities or they were simply prohibited from overtaking these kinds of positions. As a result, the men showed off their power in absence of the women in society. Fortunately, women are now more independent than past times. They are now free to take social roles in society. Nowadays, we have seen how women show their competences and capabilities and somehow their superiority over men in different areas. The family structure is the basic unit of a typical society. Uncertain and weak foundations of an institutionalized family may result in an abnormal and unbalanced society. This may cause either major or minor problems for a society, especially in developed countries. There is no doubt that the women have an unparalleled role in the stability of family members and growth of a normal society.

Scholars have offered different definitions for women's empowerment in society: empowerment is defined as the ability of the people to achieve a level of personal development, so that they can choose their objectives based on what they want from their lives; therefore, obtain what they need [4].

Providing basic grounds for active and social participation as well as "empowerment" of the women in the community are considered as the basic strategies for development of society in all social, economic and scientific aspects. The closest and clearest methods to eliminate gender discrimination and promote the women's growth and development are as follows: opening fields of education for women, especially fields of higher education, creating appropriate infrastructures for them so that they can better make decisions for their future careers in society.

Preparing basic grounds and nurturing novel ideas for the women to have higher levels of education may result in the fact that women are ready to be employed in both formal and informal sectors in society. Moreover, they can practice, so that they can easily attend in social meetings and take relevant roles in the social positions in society. These goals are the short-term objectives in the theory of empowerment. These objectives are rather practical gender needs rather than empowerment theoretical goals [2].

The interest in women's employment and participation in the workforce for the purpose of development was first introduced in 1970. Many researches were conducted in the U.S. on this issue. In fact, the number of researches conducted on this issue was more than the ones conducted on other countries. Experimental phenomena such as female managers were still a new topic in those countries; hence, numerous studies began to be conducted on this issue. Since there were few female managers in American companies and organizations, this issue was addressed in the studies as well. At the same time, the women's movement by the end of 60s found new motivation and power, which resulted in the progress of women in the management positions. Preliminary researches conducted on the women who worked in the management positions often ignored the critical view of the dominance of men in key positions in society (the preliminary researches on this subject did not address the dominance of men in key positions at that time). These studies described many interesting facts about the situation of female managers in various organizations [5].

Nowadays, with the development of the responsibilities and obligations of the government, it is revealed that the women's rights are not exclusively assigned to domestic law and the respective government. Instead, conscience of the international community, respect for human rights and fundamental freedom rights are considered as public commitment in these kinds of societies, which should be addresses by the government.

Considering the history of Islam and its impact on this issue, it is evident that women acquired many of their lost rights in the prophetic civil society after emergence of Islam. They also regained a high status and position in society. Before the advent of Islam, women were deprived of their basic rights and they had no dignity and place in the society as well.

The second factor that degrades the status of women in Islamic societies lies in a long history of non-traditional customs and habits. Since most Islamic societies before the advent of Islam had patriarchal system,

Islamic scholars have interpreted the religious texts with the same patriarchal mentality and point of view as the patriarchal view. On the other hand, Islamic culture has lost its purity in dealing with countries like Rome and Iran - where the patriarchal view were dominated. Shamsedin Mohammad, one modern thinker, emphasizes on the subject that jurists consider the customs as the authentic sources for understanding religious sentences. The first factor was the decreased tendency of the individuals to obey the sacred religious rules. The reason behind this decreased tendency is the same patriarchal kind of thinking. The second factor was the influence of the thoughts and habits that invaded the Islamic Society from other countries such as India, Iran and Britain. Based on the effects of these two factors, an approach was formed. This approach expressed that a typical Muslim women is the means of sexual pleasure, reproduction and these sorts of things. This attitude resulted in the idea that female human beings are inferior to male human beings. Therefore, they were deprived from involvement in decision making processes and resolving problems in society. They were also not allowed to attend university and gain high level of education; as a result, they were not also allowed to participate in teaching positions. They were also deprived of other rights, which are beyond the scope of this study. Consequently, objective and actual situation of Muslim women is not what was addressed in this approach. It completely contradicted with what Koran depicted and it was far from what was addressed in Koran as the status of women in society. Islam is absolutely against the approach addressed above.

These external factors are considered as the major barriers, which hinders female managers from leading successful careers in their lives. In addition, internal factors were also considered as the major factors in this context, which included reluctance to employ women in management positions, family concerns and problems. However, there is no legal prohibition for women's leadership in Turkey.

Considering the situation of women in the past few years, positive changes can be seen in social status and role of the women in modern Turkey.

Thompson investigated the acts that against the law prevent women from seeking jobs [6]. In this study, he interviewed 11 female managers who worked in six schools in England. He identified two main factors in this context including: a) history of gender management in training teachers for teaching positions; b) the impact of restructuring the public sector. This study showed that a large number of the women had the management positions in the teacher training organization. However, despite this increase, the number of women in these positions is not equal to the number of men in these positions yet.

Moreover, inflexibility of men to the idea of female managers is barriers to the women's participation in management ranks (or barriers to women's career advancement in management positions). Over three decades past from involvement of women in social activities in the U.S., men still think that women are not deserved to be in management positions and they should take lower class jobs. This view can also be seen in the male students studying in management field of study in the U.S., Germany, China and Japan.

Thompson tried to find the answer to the following question: "why few women are involved in running the factories?". She identified the most important factors influencing this issue including the family, the time and the rural areas [6].

A study was conducted in by Katja Luderstd in this context as well [1]. The researches tried to show the gender differences among female and male managers in the East Germany. He also studied the sociological factors in 1990s when women achieved leadership positions. This study showed that the gender is the second factor in hiring female managers in East Germany. Then, he concluded that there was a higher chance to progress to the top ranks for female managers in East Germany compared to West Germany. The reason behind this difference lies in the fact there were numerous programs for protection of women and children in East Germany.

Although employed female individuals face barriers to take jobs in a society, they should think about their career and personal lives [7]. Moussaoui Khatir conducted a study in 2006 titled as "investigating the barriers to job promotion of female employees in management positions in the Foundation of the Oppressed of the Islamic Revolution in Tehran"[8]. The results of this study showed that the demand for management positions for employed female individuals has increased since these individuals are willing to participate in such occupations. In other words, they have strong self-esteem and self-confidence that they will be successful in these positions. Thus, the reason behind unequal job opportunities for women in the management positions lies in the numerous barriers, which hinders the women from taking these positions. These barriers include lack of sense of competition among women for these positions, lack of seeking excellence in the workplace, gender roles, gender beliefs, stereotypes beliefs about male power (men superiority) and the organizational structure. These barriers led to the fact that the women do not have an equal share of management positions as the one for the men in society.

Research hypotheses are divided into three categories: individual, attitudinal and environmental factors. These hypotheses and the relevant sub-hypotheses are described respectively in the following section:

The socialization process for men and women seem to be completely different from each other. Lack of diverse job opportunities, traditional and stereotyped views of women's roles and other factors not only reduce self-esteem and self-confidence of women in their abilities, but also deprive women of education and learning rights. It also prevents them to obtain valuable experiences since they cannot take management positions. As a result, they cannot progress in their job and achieve higher levels of management as well.

Personal skills: proficiency in tasks such as management and administration affairs, proficiency in planning, organizing, monitoring and evaluation, ability to communicate, motivate, guide, control the personnel, etc.

On the other hand, the environmental barriers can affect unequal job opportunities in management positions for women as well. These barriers could be due to the above-mentioned attitudes toward women. Thus, the framework of the social, cultural, historical and political structures is designed in favor of men. Therefore, men would have higher level of rights and responsibilities than women would. Moreover, these attitudes lead to incorrect interpretations of the religion and impede the progress of women up to board level in management positions. Social and cultural factors include following factors: the men need to overtake family responsibilities and make decisions for their families (men are in charge of family responsibilities), women are not encouraged in the family to become managers (or women are not supported from their families to take management positions), the family responsibilities of the women in the household, etc. Religious and historical factors include false perceptions of religion, the impact of small number of managers in the history, etc.

MATERIALS AND METHODS

This study is a descriptive research. It is also considered as a survey research since it described, recorded and analyzed the status of society regarding women's occupational positions. Moreover, it systematically and modernly described a particular position in a specified time in a horizontal and objective way. In other words, it took an objective method in order to describe the unequal position of the women in society.

The statistical population of the study included all male and female middle managers working in Department of Education in Tehran province and other 27 districts of Tehran city. In this study, the deans of this department and its subordinate offices along with their three deputy directors were selected as sample of the study. They were 112 individuals in total; furthermore, all of them were men. The sample was selected using multi-stage cluster stratified sampling method. The middle managers included all the men and women who are the experts, moderators and staff members of the department and its subordinate offices. They all have bachelor's, master's and doctorate degrees.

Table 1. Frequency and percentage of men and women in the sample

Sample	Percentile	Frequency
Female	48	52
Male	52	60
Total	100	112

Table 2. Frequency and percentage of education level

Sample	Percentile	Frequency
B.A.	79.8	46
M.A.	15.2	51
PhD	5	15
Total	100	112

The questionnaire tool was used to collect data from the statistical population under study. This questionnaire tool is an attitude measurement questionnaire designed by the researcher. This questionnaire was designed based on the literature on the area of women's management and the books studied in this subject. Moreover, two professors of the management field of study were asked to modify this questionnaire. The questions of the questionnaire are closed-answer type of questions; moreover, they are based on multiple-degree Likert scale. The questionnaire used in this study contains five spectra (or degrees): completely agreed, agreed, and somewhat agreed, disagreed, and completely disagreed.

The questions 1 to 8 questions measured the personality characteristics. The questions 9 to 13 measured the women's poor interpersonal skills. The questions 14 to 21 measured attitudinal factors. The questions 22 to 28 measured socio-cultural factors. The questions 29 to 32 measured religious and historical factors.

Assessment of content of the questionnaire was performed in order to evaluate the content validity of the questionnaire. Thereby, after designing the questionnaire, it was reviewed and modified several times by several numbers of professors, advisors and supervisors. This indicates the content validity of the questionnaire. Therefore, this questionnaire may cover (or meet) the purpose of the research.

To determine the reliability of the measurement tool, the Cronbach's alpha was used after collecting the research data. According to the Cronbach's alpha - which evaluates the internal consistency of the research tool - the reliability coefficient of the research was calculated as 82%. This value is within acceptable range of reliability. Thus, it can be concluded that the same results are obtained in the same condition by using this questionnaire.

Given the descriptive- survey nature of the research, descriptive statistics – including frequency, mean percentage - were used to describe the sample characteristics. Moreover, t-test for one sample was used in order to test the first to the third hypotheses.

In the first to the third hypotheses, the t-test for two independent groups was used to compare the attitudes (viewpoints) of men and women in each one of the factors.

RESULTS

The collected data were analyzed using both descriptive and inferential statistics. In the descriptive statistics, the population under study was described using relevant variables. Then, a snapshot of the status quo was presented using this method. Given that the attitudinal factors are the kind of factors with parametric characteristics, t-test for independent groups was used to test the first hypothesis. As shown in Table 4, the mean of attitudinal factors was 21.1361 in the female individuals group while it was 23.3377 in the male individuals group.

Table 3. Descriptive statistics for scores of attitudinal factors

Gender	N	Mean	Std. Deviation	Std. Error Mean
Female	52	17.34	4.06	0.345
Male	60	19.56	2.78	0.290

By performing F test, it was found that the variance of the population in the two groups are not the same with more than 0.95 level of confidence ($F = 5.433$, $sig = 0.020$). Therefore, the t test for heterogeneity of variances of the statistical population was used to test the hypothesis. This statistic was equal to -3.448. Therefore, there is a significant difference between variances of the two groups with more than 0.99 level of confidence according to level of significance of the table ($sig = 0.001$) (Table 4-20). In other words, there is a significant difference between the viewpoints of female and male individuals regarding the attitudinal factors in this study. These factors were identified as the barriers to the women's participation in management positions. In other words, the male individuals with a level of significance more than the female individuals think that the attitudinal factors have more effect on women's participation in the management positions (according to the mean of the two groups). Then, the tenth hypothesis is accepted.

Table 4. Independent Samples Test

Attitude factor	Levene's Test		T-TEST				
	F	Sig	t	df	Sig.	Mean Difference	Std. Error
Equal variances assumed	4.349	0.014	4.489	110	0.000.	2.25507	0.50230.
Equal variances not assumed			3.781	104.697	0.001	2.25507	0.59642

Since the socio-cultural factors are the kind of factors with parametric characteristics (see Chapter III), the t-test for two independent groups was used to test the second hypothesis. As shown in Table 4-21, the mean of socio - cultural factors is 20.5443 in the women's group while it is 19.7857 in the men's group.

Table 5. Descriptive statistics table for the score relevant to lack of technical skills

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	52	14.345	3.657	0.986
Female	60	12.34	2.932	0.231

F test showed that variances of the statistical population are not equal in the two groups of men and women and there is a significant difference between them with more than 0.95 level of confidence ($F = 5.889$, $sig=0.016$). Therefore, the t test for heterogeneity of variances of the statistical population was used. This statistic was equal to 1,266. This statistic is not significant according to the level of significance in the table ($sig=0.207$) (Table 22-4). Then, this hypothesis is rejected. In other words, there is no significant difference between the viewpoints of men and women regarding the socio-cultural factors. These factors were identified as the barrier to the participation of women in the management positions. Then, it is shown that both men and women similarly think that socio-cultural factors are effective on the women' participation in management levels.

Table 6. The table of t-test for two independent groups

Cultural-social factors	Levene's Test		t-test for Equality of Means				
	F	Sig	t	df	Sig.	Mean Difference	Std. Error Difference
Equal variances assumed	4.349	0.040	2.233	110	0.220.	0.3815	0.1636.
Equal variances not assumed			1.266	105.894	0.207	0.3815	0.1636

Since the religious-historical factors are the kind of factors with parametric characteristics (chapter 3), t-test for independent groups was used to test the third hypothesis. As shown in Table 4-23, the mean of religious-historical factors is 12.4485 in the female individuals group while it is 11.4490 in the male individuals group.

Table 7. Descriptive statistics for scores of religious-historical factors

Gender	N	Mean	Std. Deviation	Std. Error Mean
Female	52	9.987	2.987	0.1143
Male	60	8.453	2.007	0.2764

The F test showed that the variances of the two groups are the same and there is no difference between them ($F = 0.714$, $sig = 0.399$). Then, t-test for a statistical population with similar variance was used to test the hypothesis. This statistic was equal to 2.710 which is significant according to the level of significance of the table with more than 0.99 level of confidence ($sig = 0.007$) (table 7). Then, the third hypothesis is accepted. In other words, there is a significant difference between the viewpoints of female and male individuals regarding the religious-historical factors in this study. According to the means of both groups, both groups of the female individuals with a level of significance more than the group of male individuals think that the historical-religious factors are strong barriers to hinder the women's participation in the management level.

Table 8. The table of t-test for two independent groups

Historical-religion factor	Levene's Test		t-test for Equality of Means				
	F	Sig.	t	df	Sig.	Mean Difference	Std. Error Difference
Equal variances assumed	8.606	0.005	2.77	110	0.008	4.341	1.563
Equal variances not assumed			2.881	100.705	0.008	4.341	1.342

DISCUSSION

The barriers to women's participation in management levels were explored in this study. The First Hypothesis: The Attitudes and Beliefs of Men, Women and the Environment. In this hypothesis, it was expressed that the selection of middle managers and executive managers by the senior managers is gender-based. The living conditions of female managers affect their jobs. Positive attitude of the women to the management of the men, negative attitudes to loyalty and commitment to the organization, the attitude to prioritize women's role in the private atmosphere of their household are the factors that were addressed in the first hypothesis .

In total, the above parameters were confirmed to affect the women's participation in management positions in this study. According to the fact that t ratio value was obtained greater than the critical t in 0.05 level of significance ($t=1.96$), there is a significant difference between both groups of men and women regarding attitudinal factors with more than 0.95 level of confidence. Then, the attitudinal factors were identified as the barriers to the employment of women in the management positions based on the sample of this research. In other words, the third hypothesis was accepted in this study .

Burke, Ronald, 1997 in their study expressed that the women do not tend to get their counterparts in the leading position [9]. Simon believed that men's negative attitudes toward the women's participation in these positions are the reason behind the unequal job opportunities in the management positions for the women [10]. He expressed that men believe that in the condition that the women work outside their household and taking jobs in society, it shows that the men are not working enough to provide their family with adequate living conditions. In other words, the men are not adequate breadwinner and their salaries are not enough for livelihood .

Brann and Mouse identified husbands' negative attitudes toward full-time working of the women when they have small children as the barriers to women's participation in management positions. They also identified the social norms as the barriers to women's participation in management position [11].

The Second Hypothesis: the Difference between the Viewpoints of Men and Women regarding Attitudinal Factors

This hypothesis was significant with more than 0.99 level of confidence. In other words, there is a significant difference between the viewpoints of women and men regarding attitudinal factors. These factors were identified as the barriers to the women's participation in the management positions. In other words, the men with a significant level more than women thought that attitudinal factors are more effective in the women's participation in the management positions (according to the mean of the two groups). Then, this hypothesis is accepted .

The Third Hypothesis: the Socio-Cultural Factors

The indicators of the third hypothesis included following indexes. a) The women are constrained to conduct different tasks in society. b) Career advancement is just for the men and women have no right for job promotion.

c) The women are afraid of the social question (what other individuals may think of their actions, how they are judged in society when they do this and do that). d) The women are responsible for the household tasks/chores and their working hours are confined within limited hours because they are responsible for family affairs (household chores). e) The male individual is the main breadwinner member of the family and the men are responsible for providing the family financially (in charge of financial affairs of the family). f) The laws and regulations governing society constrain the women from participating in management positions; most management theorists are male individuals. g) The cultural context for men to take management positions is predefined .

The finding relevant to above indexes shows that values, laws and regulations governing society hinders the women from taking management positions. According to the fact that the t ratio value is obtained greater than the critical t in 0.01 level of significance (t-2.58), the difference between both groups is significant with more than 0.99 level of confidence. Thus, "socio - cultural factors" were identified as the barriers to unequal job opportunities in management positions for women based on the sample of this study. Therefore, the third hypothesis was accepted in this study .

Bald believed that different socialization process for girls and boys, prevent the women to participate in operational positions since they want to be the good girl based on the society norms. [10]. Taati and Sadeghifar in their studies sought to examine the social and cultural factors. [10] and [3]. Their findings are as follows: the culture that governs society believes in the superiority of men over women. It believes that men are superior to women in the following factors: intelligence, comprehension, performance, management, etc.

Shahidi identified the effect of family as the barriers to unequal participation of women in the management positions. [12]. Cora identified lack of familial and social support - especially in the urban areas-and inadequate as well as expensive daily baby sitter services as the barriers to unequal job opportunities for women. [7]. Mihail, Dimitrios identified following factors as the barriers to the advancement of women in Turkey: Gender Discrimination, patriarchal rulers, traditional social and cultural structures as the external barriers and reluctance of women to participate in the management positions as well as family problems as the individual barriers. [11].

The Fourth hypothesis: the Difference between the Viewpoints of men and women regarding "socio - cultural factors"

This hypothesis was rejected with more than 0.95 level of confidence. In other words, there is no significant difference between the viewpoints of the men and women regarding socio-cultural factors in this study. These factors were identified as the barriers to women's participation in the management levels .

The Fifth Hypothesis: the Religious and Historical Factors

The religious factor included following indexes: false perceptions from the religion, whether it is true or false that the women's social activities contradict religious values, whether religion presents some limitations on the relationship between men and women .

The historical factor included following indexes: negative effect of the small number of female managers on the management positions in the history and the effect of the patriarchal history of the country .

The findings of the data related to above indexes confirmed the impact of this factor on women's participation in management positions. According to the fact that the t ratio value was obtained greater than the critical t in 0.005 level of significance (t=1.96), there is a significant difference between the two groups with more than 0.95 level of significance. Thus, the above-mentioned indexes were confirmed as the historical-religious factors, which hinder the women's participation in management positions based on the statistical population of this study. Then, the fifth hypothesis was accepted in this study .

Sadeghifar identified the religious factors such as false perceptions of Islam and women's activities as the barriers to the women's participation in the management positions. [10]. Mostafa conducted a study titled as "attitudes toward female managers in the UAE" [13]. He identified the country's history of patriarchal system as the barriers to the women's participation in the management positions. This study also compared the status of women in the UAE and in the West. They can take management positions in the West while they cannot in the UAE .

The Sixth Hypothesis: Identification of the Differences between the Viewpoints of Men and Women regarding "Religious and Historical Factors

This hypothesis is significant with more than 0.99 level of confidence. Then, the sixth hypothesis is accepted. In other words, there is a significant difference between the viewpoints of men and women regarding religious-historical factors in this study. These factors were identified as the barriers to the women's participations in management positions [14].

In order to change the negative attitudes towards the management of women, the attitudes of women toward themselves should be changed first. In this regard, following measures should be implemented :

First, women should be aware of their own competences, capabilities and potentials. They should nurture and explore their innate talents with a strong self-reliance and self-confidence. Second, they should be more interested in learning. They should equip themselves with the knowledge weapon and prove that they are entitled to participate in all aspects of the management processes within the country. Third, the women should try to dominate their environment and prove that they are entitled to participate in all areas of management, policy

formulation and policy-making, planning, decision-making, control and implementation. [15]. these issues were confirmed in the present study .

The values, beliefs and cultural and social norms are identified as the barriers to the women's promotion to managerial levels. Some programs should be designed and implemented in order to change this situation, so that the current view, attitude and perception that govern the community might be modified. In order to change attitudes of the individuals, holistic and systemic approach should be taken and be implemented in collaboration with the organizations that are responsible for the culture of the country. These activities can facilitate modification process of changing the general attitudes, values and beliefs of society .

Many inequalities are attributed to religion, while the main philosophy of the religion combines with social, economic, cultural and local beliefs. However, this philosophy may change and deviate from its main purpose in the process of combinations with those beliefs. [16]. On the other hand, the religious leaders and executives as well as the true and faithful agents of the religious sentences address the equality between men and women, not the similarity between them. They also confirm that the presence of women in the social aspects of society is essential for the development of the country [17].

Nowadays, the problems of women in society are related to false interpretation of Islamic explicit rules. There should be a clear distinction between Islamic explicit rules and those jurists have interpreted according to the needs and customs of their time.

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