

# The Barriers of Womens Management in Top Positions Regarding to Job Satisfaction

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## Abstract

The purpose of this literature review paper is to determine the importance of women's roles in top management positions and its impact on their job satisfaction in organizations. The findings of this paper confirm that in spite of growing the number of women in organizations during last decades, both the presence of women in high level of management which it affects on their job satisfaction that has direct relation with their job situations. Regarding to the nature of study that is based on literature review, the secondary data are used in this paper. The aim of current study is to evaluate the barriers of the presence of women in high level management positions, the impact of job satisfaction and its component . There are some suggestions and strategies to improve the current subject which are recommended by this paper.

**Keywords** Top Management positions, Job Satisfaction, women

## 1 Introduction`

Regarding to the women's population which make a great fraction of human resources, neglecting this immense population would lead to difficulties in society such as lack of job satisfaction. Nowadays the number of women in high management positions despite of their educational equality compare with men is in low level. While if women would present in high management positions, organizational efficiency would be higher.

Some barriers of women's presence in the top management positions are glass ceiling, old boy network and sex discrimination which lead to job dissatisfaction in which the women assume they are under the control of the others that lead to non-creativity and low organizational efficiency (Babcock & Laschever, 2009). Contrasting, the elimination of barrier of high management positions would create them as an effective pattern for other women in organizations, growing job satisfaction that lead to increasing their high level of performance and their high perceptions from the situation of other women in the organizations. The role of the organizations in eliminating of women's high management positions' barrier is substantial. In this regard the organizations could prepare effective rules to improve women positions in top levels. This article seeks to find out the obstacles of women in top management positions and its effect on their job satisfaction.

### 1.1 Top Management Position of Women in the World

What are the positions of women in the global current activities? To know this, some scholars like Wirth (2001) indicates that in 41 countries the women occupied different level job situations that are between less than 10% to 39%. Although women continue to grow their participations in managerial positions, the rate of progress is slow. To get global data for evaluating women at the top positions of management in organizations is more difficult; however, all signs show the progress is slower at these levels. For example, In the USA, among the 500 organizations, women had 14.7 percent of all Board Seats , while In France, women had 5.3 percent of the top situations in the top 200 organizations (Schein, 2007). The international data indicates that gender gap becomes more evident at management positions, particularly in the world's largest organizations , where women had 3% of top executive positions (Yukongdi & Benson, 2005).

Many strategies have been tried to overcome these barriers to females' management, particularly within the place of work. The aims are fair representation of females within companies and unions. But there are boundaries to promoting equality within the organizations that are maintained by patriarchal principles. Also, when females move into management positions, they are conditioned by the perceptions and power constructions to maintain the status quo; while gender structure may be changed, the fundamental structure of power, information, prestige is not challenged. Moreover, men authority is the main obstacle to females growing to top situations in organizations. Also, traditional sexual roles, still extensive in humanity, are obstacles to females

climbing. Current value structures principally support the belief that it is better for the household if the father is employed and the mother takes care of the majority of parental duties. Unsupportive approaches from household, friends, and co-workers have negative effects on females' work and their position in society (Jacobs, 1992).

The central structure of patriarchal humanity depends upon an understanding that men are superior and that they represent the "norm," whereas females are understood as inferior. The authority of socialization that causes this classification can not be ignored. Also, patriarchal values are deep-rooted in society's perception that they are invisible. In addition, organizations have been woven by men, for men, to support men. In many organizations, whether they are governmental or company, greatest of the top positions are held by males. Females are generally in the lower positions essential to keep this man leadership in power. Thus, the power of those in positions of power, generally males, depend on the subordinate situation of females. This ordering of power has serious consequences for females' management. There are different barriers to promote the females in management positions such as "glass ceiling, The Old-Boy Network and Sex Discrimination. Glass ceiling is used to define the invisible obstacle that blocks females' chances of further improvement the corporate ladder. The glass ceiling is not simply a barrier for individual females, but it also relates to females as a group, who are kept from improvement simply because they are females (Wirth, 2009).

There are many causes of the glass ceiling, the major one is occupational separation. The other ones are the labor markets and especially managerial positions, and persistence of gender separation. (Liff & Ward, 2001). On the other hand the women should work harder and longer than men to promote in their positions. While there are few training and workshop courses for them to become professional in various levels of management (Jacobs, 1992).

Another obstacle is that the "old-boy network" shuts females out of top leadership. This old-boy network contains of men who have educated at the same organizations or who have moved up the corporate ladder by themselves. Males who are in these top management roles often pursue the former coworkers and associates to fill these positions. Females commonly are not even considered when they intended to advance because they are separate these attitudes. Although firms claim to follow meritocracies-organizations (the ability and proficiency of employee), the reality is despite of having similar educational skills, motivation, starting income, commitment to their occupations, in both male and female, men commonly improve faster, attain higher-status positions, and obtain considerably greater compensation than women (Li & Leung, 2001).

Sex discrimination is another barrier facing females in management positions. The organizations have created these obstacles that can affected females' capability to shatter the glass ceiling including career assumptions about females. There are often veiled approaches about the woman such as lack of aggressive and self-esteem required for the occupation, and not being serious enough in their jobs to move the corporate ladder (MacKinnon, 1979)

## **2 Presence of Job Satisfaction at Organizations**

Organization assumed as one of the main commercial and economic parts in each country and can support a large part of the country needs. Hence consider to employees' benefits especially women employee leads to perceptible performance and outcomes at organization. Based on the statute of women at organization, there are various matters that can be created and generated by internal and external factors in the midst of them at work environment and has pleasurable or unpleasurable consequences (Ayodele & Olorunsola, 2012; Mousavi, Yarmohammadi, Nosrat, & Tarasi, 2012; Petrides et al., 2010; Society for Human Resource Management, 2009). One of these critical matters that appears such inner feeling among women employees and motivates their performance at organization is job satisfaction in which they like to stay at work for long period without mention or react any abnormal behavior toward their job and coworkers(Coyle-Shapiro & Shore, 2007).

Job satisfaction explained as an internal feeling toward job itself and component ,additionally it refers to social life which can change employees feel about their life and social behavior (Ahsan, Abdullah, Gun Fie, & Alam, 2009). Job satisfaction denotes to employees feel about their job and workplace that affected by internal factors such as personality factors, emotions and the behavior of employee that they have grown by them; while the external factor are salary, promotion, job itself, coworker and supervision that are formed by them in high or low levels (Azizi, Ghytasivand, & Fakharmanesh, 2012). Job satisfaction has diverse consequences on employees' organizational behaviors and conducts them in contrarily forms (Thompson & Phua, 2012).

In fact, this intrinsic feeling explained kind of employees' behavior that reacts in front of their job and workplace. Usually these reacts appear at workplace and in some cases the women illustrate insufficient behaviors with their family. This feeling drives from primary individual needs and formed other individual needs (Mousavi et al., 2012). Tella, Ayeni, & Popoola (2007) argued that work motivators especially external motivators have high contribution to the amount of employees' job satisfaction and performance at organization. This inner feeling appears in different responses and has direct effect on the amount of employees' performance and behavior (Cortese, Colombo, & Ghislieri, 2010).

Regarding to Maslow theory some needs such as satisfaction determined in first level of human needs

that effected by different factors in during of life (Fatimah, Amiraa, & Halim, 2011; Nasir, Fatimah, Mohammadi, Shahrazad, & Khairudin, 2011). Based on Hierarchical theory satisfaction itself can improve other needs and guides employees for passing other levels of needs (Tan & Waheed, 2011). Also, in Herzberg theory concentrated on job satisfaction as a primary needs and followed Maslow theory as fundamental and original resource (Reid-cunningham, 2008). In Herzberg theory referred to the external factors that included salary, workplace, supervision, promotion and coworker (Khera & Gulati, 2012). These items assumes as principle items that organization should be consider toward them and manage them correctly (Alam & Fakir Mohammad, 2010; Yeop Yunus & Ishak, 2012). As well the internal factors linked to private facet and behavioral of employees and drives from internal characteristics and behavior which employees growth with them and have relation with other people in society (Maharjan, 2012; Noraani & Wee, 2013; Noraani, 2013).

### **2.1 Job Satisfaction among Women**

Satisfaction has different meanings among women and men, actually they become satisfy via different elements. Satisfaction denoted to internal feeling that among these two gender defined differently (Scandura, 1997). Clark (1997) explained that women are more sensitive than men about work conditions and recognize any kind of variations at work environment. This case linked to the amount of their attention and feeling around their situations. With respect to aforementioned issue, the organizations should prepare appropriated conditions for women employees develop the level of their satisfaction and motivation. In continue, Hodson (1989) mentioned that women have more concern to their job in compare with men at organization. As well, their satisfaction would increase in high levels if the situation of workplace provides needed conditions for them. Job satisfaction plays significant role among women at organizations and the request of job satisfaction for woman is more essential than men, so the women can perform their activities in right way and increase the amount of organization's outcomes (Bruck, Allen, & Spector, 2002). Findings illustrated that job satisfaction amongst women employee has substantial regulation to restrict the abnormal organizational behaviors such as turnover or burnout as usual corrupt reactions at organizations.

One of these component items of satisfaction that assumed as principle factor in job satisfaction which most of the time lead to unsatisfied of employees, is pay satisfaction. Pay satisfaction can encourage employees to continue their job and should be supported by organizations. Presence of this item depends on organization's law and the style of management that requires to accurate supervision. These solutions of organization have direct relation with job satisfaction and interest in continuing the work (Lum, Kervin, Clark, Reid, & Sirola, 1998).

### **3 The Strategies To Improve the Presence of Women in Top Management Positions**

One of the major problems of women in this issue is the lack of compulsory rules because these rules would be making people follow them. In this regard there should be codified the regulations in organizations in which the women rights are considered as same as the men with regarding with their gender, their experience and knowledge, abilities and management power.

Another main factor is the role of mass media in giving news to the people. Nowadays the television is the common means to communicate among people. It has a crucial effect on the lives of people that the government can used it to promote the knowledge of people about the role of women in high senior position in the form of training programs, movies, and TV shows. The regulation of books with subject of women's role in top management position from the elementary level to the high school and universities would be promote the gender equivalent in the mind of the young which would lead to the prevention of traditional attitude of society toward the women in this issue. The same would be done in the field of newspapers by high lightening the significant role of women in top management positions.

Furthermore the role of United Nations is very crucial in promoting the women's role in top management. The UN can hold various seminars in these issues, regulate the conventions, and hold the training workshops particularly in the developing countries which are less familiar with this subject. And finally the role of NGOs in creating the training workshops for the senior managers and campaign for promoting this problems.

Similar what discussed women must understand that the authority exist in their hands instead of those of others. Consequently they should be sure that they ask for raises or leadership relating to how to be raised to the top positions if they wish to achieve them and overcoming barriers that women normally face (Singh & Vinnicombe, 2004). It means in order to overcome to the barrier of the top management position of women, the woman themselves should raise their expectations even before starting their jobs to promote themselves in the level they desired.

### **4 Conclusion**

One of the major problems of women is the presence of the women's in high management positions, regarding to the significant population of women who occupied different level of position in the organization, the absence of

women's presence in top level position in organization is outstanding.

Job dissatisfaction is appeared because of the barriers of the women's presence in high level position which are glass ceiling, old boy network and sex discrimination. These barriers are argued to make women feel to be under the control of others, therefore; there is no creativity and efficiency in women, while the removing of these barriers would prepare job satisfaction, making good pattern for the other women, high achievement of women in organizations. Although the role of organization in this issue could not be ignore.

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