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**EFFECTIVENESS OF PREVENTING FACTORS TO THE PARTICIPATION OF
WOMEN IN MANAGERIAL LEVELS OF EDUCATION ORGANIZATION FROM THE
PERSPECTIVE OF MIDDLE MANAGERS IN IRAN**

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ABSTRACT

With regard to the fact that women have begun tireless efforts in participation in higher education in order to empower themselves, and partly we are witnessing their success, however, participation of women with higher education in other sectors, especially in decision-making sector has not followed the same trend. This research aimed to determine the barriers to women's participation in management levels of education organization from the perspective of middle managers in Iran. In this study, the descriptive- survey research method is used. To test the research hypotheses, t-test and Spearman test were used. The results of testing the research hypotheses showed the strength of the paper's approach in studying the barriers to women's participation in managerial levels. It should be explained that the factor of character and lack of skill is not confirmed as a preventing factor.

**Keywords: Women's Participation in Management, Management of Organization,
Education Organization, T-Test, Spearman Test**

INTRODUCTION

Globalization of all human activities, rapid pace of changes, revolution of mass communications and Inform without delay using Electronic Systems and ... are some factors that are not only man's human

consciousness of information age and his intelligence has increased, But creates this knowledge for his that Prerequisite for success and achieving the goals of economic, political, cultural and socials the proper use of force and power of the

human mind. Skilled and efficient manpower is most valuable assets of any country. In many societies, despite having abundant natural resources because of a lack of qualified manpower, they don't have enough abilities of God's blessings and they are spending time hardly. Despite the lack of normal interest in other people, because you have trained manpower, they achieve welfare and they follow progress path with long strides. Survey of employment status of women in Iran show women are not only at the beginning of the employment have opportunities equal to men, but do not have much luck during much of the upside progress. Social labor division during history traversed path by which the social role of men than women and in terms of access to scarce resources such as "wealth", "status" and "power" have more appropriate situation than women. So, political power system in societies also has patriarchal and male-dominated structure and leads to more durable for culture and Political and the decision leverages are in the hands of men. Statistics indicate lack of use of women managerial force in management levels such as micro- macro management. Our country compared to many countries in this respect has very bad situation. THE

NECESSITY AND IMPORTANCE OF THE STUDY NGOs function is one of the main mechanisms which is globalized and is considered in world. The women have formed most efficient and effective leaders of the NGOs. So it may be that women deserve in the NGOs has been established. Mentioned problem, firstly, is the priorities of the community. Secondly, his parameters are identifiable, thirdly, it is solvable. Hence, this study intends to identify and provide real data and Analysis based on the fact that is result of the research about identify barriers to the appointment of women to management levels.

Objectives of the Study

The overall goal of this research is: Determination barriers to women appointment to in management education levels in Tehran province, and identify appropriate strategies for achieving women to key positions and situations.

Theoretical Definitions of the Study

Individual and personality factors

All the factors are associated with individuals. Some of these factors are innate and some learned and acquired during them socialization process. Factors

such as emotions, personalization issues, physical and mental retardation, attention to environmental perspectives, discipline, self-assurance and so on.

Management Interpersonal skill factors Features that have ability to growth and have affect on how doing management task. A manager must have the skills necessary for the effective and constantly develop them. The best managers know that they should develop their skills for the benefit and achieve organizational goals.

These skills include technical skills (the ability to apply technical knowledge in particular activities, job skills with related tools and the ability to use techniques related to assigned tasks). Human skills (ability to communicate, motivate and effective conductivity of the working group and providing an environment where we can work with respect and trust each other in order to achieve common goals). Cognitive skills (the ability to understand and understand the situation and Awareness of the relationship between internal and external factors and having a systematic approach). Cognitive skills (the ability to understand and understand the situation and Awareness of the relationship between internal and external factors and having a systematic approach).

Attitudinal factors

Perceptions, positive and negative attitudes, right and wrong about humans and other phenomena that may occur because of thinking, reasoning, experience, imagination or hallucinations and impact on human behavior.

Environmental Factors

All things that exist in the environment and they has surrounded the person and influence of relevant factors. There are very environmental factors, social factors, cultural factors, economic factors, political factors, and...

Cultural factors

Factors that have infiltrated customs, beliefs and rituals and beliefs society and as an umbrella pervades over all communications and relationship between societies, a Common sense that the majority change, interpret and understand the available facts based on it. These factors are associated with morphological aspects, norms, values, beliefs and behaviors and influence whatever is surrounded in the environment.

Religious factors

Are notions of religion and religious beliefs. Although many of the inequalities and discrimination can be attributed to religion, however core philosophy of

religion interweave with beliefs and social, economic, cultural and in this process will deviate from the original intention. (COLLINS, *et al*, 1978).

All things that exist in the organization and affect employment relations, how tasks and responsibilities. In this study, organizational factors are factors that hinder the promotion of women to managerial levels, such as lack of investment to improve knowledge and skills of women, patriarchal environment, oral culture of communication... These factors include both structural such as human resource policies, regulations, procedures and practices, and Qualifying Conditions of managerial occupations, and content factors including minority of women, styles and management preferences, barriers to communication, organizational environment).

Human resource policies

Policies related to the attract, maintain, train and promote employees in the organization (attracting means policies and procedures related to the forces for organizational jobs, maintain means policies and procedures related to retention labor in organization, training means policies and practices related to the education and development of labor

skills, including job training, participation in decision-making meetings, committees, commissions and administrative missions, and, in general, programs that enhance the skills and experience of working people and promotion of policies and working procedures related to Improving staff in the higher levels of the organization).

Rules and Regulations

All laws passed by legislative bodies and stipulated regulations (direct and indirect) on the recruitment, appointment and promotion of employees to managerial levels. These rules are divided into two categories: the first category, laws that directly inhibit the promotion of women, as women are forced to have a work permit from the husband, Women choosing to reside in the city, is dependent on her husband's decision, husband's permission to travel, And second, rules and regulations that are set by seems to benefit women, but in practice may lead women away from the job responsibilities, such as working part-time or early retirement.

METHODS AND PROCEDURES

Set of various business practices and operations and the steps that have to be performed to achieve the goal. Some of the methods and procedures are developed and

maintained in organization, and although some of them are non-modern, but in practice is followed.

Qualifying Conditions of managerial occupations Terms and features that are intended for employees in management positions and could be an obstacle to the promotion of women to managerial levels.

In a minority of women

Lower numbers of women than men in the organizations and despite the patriarchal in existing status.

Management styles and preferences

Behavior of manager in the face of his staff. This behavior may be command, encourage, participate or delegated.

Communication Barriers

Vulnerability of women in communication with men colleagues and placed them in the stigmatic in the field, Since communication is Information Exchange Platform, women compared to men, in terms of having information as one of the most important tools of power are a much weaker position.

Organizational space

General conditions governing organization that influences the behavior of members. A sense which by putting physical objects is transmitted through and a way which based

on it, members communicate of one another, with customers and people outside the organization.

Political factors

There is no consensus on the definition of policies, but generally, it can be divided into three categories: In the first category, the concept of politics is limited to Government and Governance. Second, it broadens the concept of politics and includes any relationship between power and conflict, whether in power relationship between two people or two political parties. And the third category is definition that limits policies in political power.

Research Background

Myron Weiner, in his famous essay on political participation, after manifestations of 10 cases of political participation, offers this definition

"Political participation is any voluntary action succeeded or failed, organized or disorganized, periodically or continuously contains legitimate and illegitimate ways to influence the selection of leaders and policies, and management public affairs at any level, from local or national government." (Myron Weiner, 1971).

Robert Dahl, a political philosopher in the 1990s, only the publication of the fifth book, a chapter devoted to women. He believes that most important new challenge about policy is new orientation of women about that. (Robert Dahl, 1993).

In Communities, Undoubtedly need to the full participation of women in economic and political matters leads to recognize women's rights. But thinkers of Enlightenment age have no role in this field and except John Stuart Mill, they think about women's exclusion from the political scene. So, before declaration revolutionary ideas that all men are naturally free and equal right to life, the absence of women from the political arena was not raised. Troubleshooting of women not just equal in issues related to rights, instead, was based on practical fact of political opinions. (Susan MOLLER OKIN, 1997).

Wright C. Miller in his research about America's political elites does not mention at least one case of women. In 1970 a famous writer of the book says that there is only one complete democracy in the world and it is Switzerland, where women are not voting. (Murray GOOT, 1975).

SANAL Mustafa, spring 2008, in Turkey, examines the factors that hinder the advancement of women managers in Turkey in his article. Factors such as gender discrimination, rule of men (patriarchy), the traditional, social, cultural, structures and violence are among the main obstacles to be considered. In addition to these external factors, internal factors such as reluctance women to employ in management posts, occupation and family problems are also major factors and while there is no legal prohibition for women's leadership in Turkey. Considering the conditions of women in the past, positive changes in social status and role of women in modern Turkey, is visible. (Mustafa SANAL, 2008).

In May 2007, Barbara Thompson investigate acts contrary to the law prevents their activity. In this study, has interviewed with 11 women managers in six different schools in the UK work the two main factors make field of this research. 1- History of management gender in teachers training 2 - The Reconstruction impact of public sector, This study shows that a large number of women to management posts of teachers have been trained, but are increasing, but is still

not equal to men (Barbara Thompson, 2007).

In 2007, Virginia, in an article titled "Women in Management" explores the main barriers to women's advancement in management age. He says, as the survey was conducted in 1970 in America, gender stereotyping is management characteristics and inflexibility of men than women in management is one of the barriers to management levels of women. Over three decades, the men in America, believe that women has less competence for management levels and this view are also seen in male students in America, Germany, China and Japan. (Virginia E. Schein, 2007).

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Schein, 2007). In 2006, HOLST ELKE during the study as "manager women's position in Europe" with focus on Germany, evaluates the progress of women in management and concludes that prejudice and stereotypical beliefs about women's role in society often reduces their chances of achieving a leadership position, This study shows analyzes of the social, economic structure and gender differences with perspective on women's progress in reaching the top levels and of overcoming the problems and provides future proposals for improving the status of women to achieve moderation in gender division (ELKE HOLST, 2006). In 2005, Catherine Wang and Ann-SOFIE CHAKRABARTY performed a research about managers in Hong Kong with the characteristics of political and personal. He announced that the number of female executives in Hong Kong has increased steadily in recent years, probably because of the education system and anti- discrimination law, this increase has been achieved. Despite this progress, there are two roles in the private environment (home) and public environment (work) that is related to gender. In addition, issues such as gender discrimination in the workplace, negative view of women working, because gender is

causing stress in female managers. Female managers do not deal directly with the issue and use their personal methods to deal with these discriminations, harassments and negative views. When do not face Sex Discrimination, they continue to work hard, if face with it, be prepared for another job. The researcher believes that for more women to be growing faster in management levels, gender flexibility should be on the political agenda. Also, the law of protect children and women should be expanded. (Catherine Wang, Ann-SOFIE CHAKRABARTY, 2005). In 2005, a research by Muhammad M. Mustafa entitled "Perspectives about female managers in the United Arab Emirates" has performed. He evaluates factors such as patriarchy, gender and age differences and social orientations of UAE about women manage. The sample size was 186 students. The results of this study indicate that students' attitude towards the attitude of the older generation about women management is quite different. Patriarchal view towards women's management in the Arab world has decreased. (Muhammad M. Mustafa, 2005). In a study conducted in 2005 by KATJA LODERSTEDT, difference between female managers in East Germany

is shown and sociological business when in the 1990s they achieved management positions has been studied. The research shows that gender is a second factor in the recruitment of female managers and the chance to progress to top levels, for female managers in East Germany is more than female managers in West Germany and this is because of plans for the protection of women and children (KATJA LODERSTEDT, 2005).

SAMPLE SIZE

Sample size was calculated using the following formula. Since the population is 1400 people, thus sample size is obtained $n = 302$.

BALDAUF Nokia in 1998 says: Experience shows that women less than men are willing to seek operational jobs. Observations on participation is astonishing, ranging from the European or Asian women still have a tendency to pretend like good girls and are not seeking to promote. (BALDAUF Nokia, 1998). In all studies, (from a lot of Knowledge resources), there are different approaches of men and women leadership, for male characteristics such as structural, transactional (relational), autocratic, command and professional consistency and for women's features such as: meditation,

variability, and Participation of social meanings participation and Individual adjustment are considered. STATISTICAL POPULATION The study population included all male and female middle managers working in the education organization of cities of Tehran province and 27 fold territories. This number is about 1400 people according to the statistics of Education Organization of cities of Tehran province. Of these about 1100 are male and 300 are female.

RESEARCH TOOLS

Measuring instrument for data collection is questionnaire. This questionnaire has been developed according to studying conducted researches on women's management and reviewing the books in this field. Technical specifications of questionnaire After developing the questionnaire, it was reviewed and amended several times by university professors, which indicates the content validity of measurement instrument.

To determine the reliability of the measurement instrument, after the data collection, Cronbach alpha is used for this purpose. Based on Cronbach alpha, reliability coefficient of questionnaire at acceptable level is 82%. Statistical methods Due to the nature of the study that is descriptive - survey, inferential statistics was used for hypothesis testing, which SPSS software was used for all statistical operations. To test hypotheses 1 to 7, the univariate t-test was used. In the hypotheses 8 to 14, to compare the attitudes of men and women in each of the seven factors, two independent groups t-test was used. To test hypotheses 15 and 16, the Spearman correlation test was used because the correlation of a variable was ranked and using Pearson correlation was not permitted. The findings of the study Hypothesis 1 - "personality characteristic" of women is a preventing factor to their appointment at managerial levels.

Table 4: Descriptive table related to the variable of personality characteristics

31.000	Range of variation	281	Available number
8.00	Minimum	21	No answer
39.000	Maximum	20.8505	Mean
17.000	First interquartile range25%	21.0000	Middle
21.0000	Second interquartile range50%	21.00	Index
25.0000	Third interquartile range75%	5.72642	Standard deviation
		32.792	Variance

Table 5: Univariate t-test table

Factor examined	t	Degrees of freedom	Sig (2-tailed)	25= Standard mean
				Difference between the mean and standard

Personality characteristics score	-12.147	280	0.000	- 4.14947
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Mean of personality characteristics is 20.8505. In this test $t = -12.147$ and $sig = 0.00$. Considering that the value of t obtained is more than t critical at a significance level of 0.01 ($t=2.58$), thus this difference is significant with confidence more than 0.99, hence it is not created due to the effect of the measurement error, but since the mean obtained is less than the standard mean. Thus "personality

characteristics" cannot be among preventing factors to women's appointment to managerial levels from the perspective of the participants who completed the questionnaire. Hence the first hypothesis of this study is not confirmed. Hypothesis 2 - Lack of technical, conceptual, managerial and human skills are preventing factors to women's appointment at managerial levels.

Table 6: Descriptive table related to the variable of the lack of technical skills

17.00	Range of variation	300	Available number
5.00	Minimum	2	No answer
22.00	Maximum	11.0257	Mean
9.6457	First interquartile range25%	10.6427	Middle
10.6457	Second interquartile range50%	9.65	Index
12.0000	Third interquartile range75%	3.06167	Standard deviation
		9.347	Variance

Table 7: Univariate t-test table = 25Standard mean

Factor examined	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard
Score of lack of technical skills	-5.512	299	0.000	-094433

Mean of lack of technical skills is 11.0257. In this test $t = 5.512$ and $sig = 0.00$. Considering that the value of t obtained is more than t critical at a significance level of 0.01 ($t=2.58$), thus this difference is significant with confidence more than 0.99, hence it is not created due to the effect of the measurement error, but since the mean obtained is less than the standard mean.

Thus "lack of technical skills" cannot be among preventing factors to women's appointment to managerial levels from the perspective of the sample of study. Hence the second hypothesis of this study is not confirmed. Hypothesis 3 - Attitudinal factors are preventing factor to women's appointment at managerial levels.

Table 8: Descriptive table related to the variable of attitudinal factors

29.00	Range of variation	286	Available number
8.00	Minimum	16	No answer
37.00	Maximum	26.1618	Mean
23.5226	First interquartile range25%	27.0000	Middle
24.5226	Second interquartile range50%	28.00	Index
25.5226	Third interquartile range75%	4.97221	Standard deviation
		24.723	Variance

Table 9: Univariate t-test table

	= 25Standard mean			
Factor examined	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard
Score of attitudinal factors	2.251	285	0.025	0.66179

Mean of attitudinal factors is 26.1618. In this test $t = 2.251$ and $sig = 0.025$. Considering that the value of t obtained is more than t critical at a significance level of 0.05 ($t=1.96$), thus this difference is significant with confidence more than 0.95, hence it is not created due to the effect of the measurement error, but since the mean obtained is more than the standard mean.

Thus "attitudinal factors" can be among preventing factors to women's appointment to managerial levels from the perspective of the sample of study. Hence the third hypothesis of this study is confirmed. Hypothesis 4 - Socio - cultural factors are preventing factor to women's appointment at managerial levels.

Table 10: Descriptive table related to the variable of socio - cultural factors

24.00	Range of variation	294	Available number
11.00	Minimum	8	No answer
35.00	Maximum	24.2484	Mean
21.000	First interquartile range25%	24.8819	Middle
22.6000	Second interquartile range50%	21.00	Index
23.6000	Third interquartile range75%	4.21607	Standard deviation
		17.775	Variance

Table 11: Univariate t-test table

	= 25Standard mean			
Factor examined	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and
Score of socio - cultural	2.637	293	0.009	0.64834

Mean of socio - cultural factors is 24.2484. In this test $t = 2.637$ and $sig = 0.025$. Considering that the value of t obtained is more than t critical at a significance level of 0.01 ($t=2.58$), thus this difference is

significant with confidence more than 0.99, hence it is not created due to the effect of the measurement error, but since the mean obtained is more than the standard mean. Thus "socio - cultural factors" can be among

preventing factors to women’s appointment to managerial levels from the perspective of the sample of study. Hence the fourth hypothesis of this study is confirmed.

Hypothesis 5 - Religious - historical factors are preventing factor to women’s appointment at managerial levels.

Table 12: Descriptive table related to the variable of religious - historical factors

15.00	Range of variation	284	Available number
4.00	Minimum	18	No answer
19.00	Maximum	11.9472	Mean
9.5000	First interquartile range25%	12.000	Middle
10.5000	Second interquartile range50%	12.00	Index
11.5000	Third interquartile range75%	3.14334	Standard deviation
		9.881	Variance

Table 13: Univariate t-test table

Factor examined	= 25Standard mean			
	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard
Score of religious - historical factors	2.397	283	0.017	0.44718

Mean of religious - historical factors is 11.9472. In this test $t = 2.397$ and $sig = 0.017$. Considering that the value of t obtained is more than t critical at a significance level of 0.05 ($t=1.96$), thus this difference is significant with confidence more than 0.95, hence it is not created due to the effect of the measurement error, but since the mean obtained is more than the

standard mean. Thus "religious - historical factors" can be among preventing factors to women’s appointment to managerial levels from the perspective of the sample of study. Hence the fifth hypothesis of this study is confirmed. Hypothesis 6 - Organizational factors (structure and content) are preventing factor to women’s appointment at managerial levels.

Table 14: Descriptive table related to the variable of organizational factors (structure and content)

23.00	Range of variation	293	Available number
15.00	Minimum	9	No answer
38.00	Maximum	28.8698	Mean
26.0000	First interquartile range25%	29.4848	Middle
27.0000	Second interquartile range50%	31.48	Index
28.0000	Third interquartile range75%	4.75538	Standard deviation
		22.614	Variance

Table 15: Univariate t-test table

Factor examined	= 25Standard mean			
	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard
Score of organizational factors (structure and content)	3.131	292	0.002	0.8598

Mean of organizational factors is 28.8698. In this test $t = 3.131$ and $sig = 0.002$. Considering that the value of t obtained is more than t critical at a significance level of 0.01 ($t=2.58$), thus this difference is significant with confidence more than 0.99, hence it is not created due to the effect of the measurement error, but since the mean obtained is more than the standard mean.

Thus “organizational factors” can be among preventing factors to women’s appointment to managerial levels from the perspective of the sample of study. Hence the 6th hypothesis of this study is confirmed. Hypothesis 7 - Government Policy is a preventing factor to women’s appointment at managerial levels.

Table 16: Descriptive table related to the variable of political factors

18.00	Range of variation	302	Available number
7.00	Minimum	0	No answer
25.00	Maximum	16.6213	Mean
16.000	First interquartile range25%	16.6213	Middle
16.0000	Second interquartile range50%	16.62	Index
16.0000	Third interquartile range75%	2.70841	Standard deviation
		7.335	Variance

Table 17: Univariate t-test table

Factor examined	t	Degrees of freedom	Sig(2-tailed)	= 25Standard mean
				Difference between the mean and standard
Score of political factors	3.986	301	0.000	0.62128

Mean of political factors is 16.6213. In this test $t = 3.986$ and $sig = 0.000$. Considering that the value of t obtained is more than t critical at a significance level of 0.01 ($t=2.58$), thus this difference is significant with confidence more than 0.99, hence it is not created due to the effect of the measurement error, but since the mean obtained is more than the standard mean.

Thus “government policy” can be among preventing factors to women’s appointment to managerial levels from the perspective of the sample of study. Hence the 7th hypothesis of this study is confirmed. Hypothesis 8 - There is a difference between the views of women and men in the “personality factors” that impede women's participation in the managerial levels.

Table 18: Descriptive table of Personality Factor score

Sex	Number	Mean	Standard deviation	Standard error of Mean
Female	138	18.5942	5.66541	0.48227
Male	142	23.1056	4.82415	0.40483

Table 19: Table of t-test for two independent groups

Personality characteristics	Test for equality of population’s variances	T-test to compare mean of two groups.

	F	Sig	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard	Standard error of the difference
The variance of homogeneous population	4.296	0.039	-7.181	278	0.00	-1.51143	0.62823
The variance of heterogeneous population			-7.165	268.542	0.000	-4.51143	0.62966

F test indicated that with confidence more than 0.95 the variance of population is not identical (F=4.296 and sig=0.039), so t is used for the variance of heterogeneous population that is equal to -7.165 and according to the significance level of the

table (sig=0.000). Hypothesis 9 - There is a difference between the views of women and men in the "lack of technical skills factor" that impede women's participation in the managerial levels.

Table 20: Descriptive table of score of lack of technical skills factor

Sex	Number	Mean	Standard deviation	Standard error of Mean
Female	145	9.3387	2.21278	0.18376
Male	154	12.6230	2.90390	0.23400

Table 21: Table of t-test for two independent groups

lack of technical skills factor	Test for equality of population's	T-test to compare mean of two groups.						
		F	Sig	t	Degrees of	Sig(2-tailed)	Difference between the mean	Standard error of the
The variance of homogeneous population		16.087	0.000	-	297	0.000	-3.28433	0.29993
The variance of heterogeneous population				-	284.809	0.000	-3.28433	0.29753

F test indicated that with confidence more than 0.99 the variance of population is not identical (F=16.087 and sig=0.000), so t is used for the variance of heterogeneous population that is equal to - 11.039 and according to the significance level of the table (sig=0.000) the difference is significant with confidence more than 0.99. Hence in the present study there is a significant difference between the opinions of men and women about the lack of technical skills as one of

the barriers to women's participation in management levels. Therefore men, significantly more than women, considered the factor of lack of technical skills as barrier to the participation of women in managerial levels (according to the mean of the two groups), although the lack of technical skills was not confirmed as one of the preventing factors in this study, but the 9th hypothesis is supported. Hypothesis 10 - There is a difference between the views of

women and men in the "attitudinal factor" as managerial levels.
 a barrier to women's participation in the

Table 22: Descriptive table of score of attitudinal factor

Sex	Number	Mean	Standard deviation	Standard error of Mean
Female	147	21.1361	6.17.68	0.50895
Male	154	23.3377	4.78453	0.38555

Table 23: Table of t-test for two independent groups

Attitudinal factor	Test for equality of population's variances	T-test to compare mean of two groups.					
		F	Sig	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard
The variance of homogeneous population	5.433	0.020	-3.468	299	0.001	-2.20161	0.63480
The variance of heterogeneous			-3.448	275.175	0.001	-2.20161	0.63850

F test indicated that with confidence more than 0.95 the variance of population is not identical (F=5.433 and sig=0.020), so t is used for the variance of heterogeneous population that is equal to -3.448 and according to the significance level of the table (sig=0.001) the difference is significant with confidence more than 0.99. Hence in the present study there is a significant difference between the opinions of men and women about the attitudinal factor as one of the barriers to women's participation in

management levels. Therefore men, significantly more than women, considered attitudinal factor as barrier to the participation of women in managerial levels (according to the mean of the two groups), but the 10th hypothesis is also supported. Hypothesis 11 - There is a difference between the factors" as one of the barriers to women's participation in views of women and men in the "socio- cultural the managerial levels.

Table 24: Descriptive table of score of socio- cultural factors

Sex	Number	Mean	Standard deviation	Standard error of Mean
Female	147	20.5442	5.74245	0.47363
Male	154	19.7857	4.55606	0.36714

Table 25: Table of t-test for two independent groups

socio- cultural factors	Test for equality of population's variances	T-test to compare mean of two groups.					
		F	Sig	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard
The variance of homogeneous population	5.889	0.016	1.272	299	0.204	0.75850	0.59609

The variance of heterogeneous population			1.266	278.289	0.207	0.75850	0.59926
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F test indicated that with confidence more than 0.95 the variance of population is not identical (F=5.889 and sig=0.016), so t is used for the variance of heterogeneous population that is equal to 1.266 and it is not significant according to the significance level of the table (sig=0.207) and 11th hypothesis is rejected. Hence in the present study there is not a significant difference between the opinions of men and women about the socio- cultural factors as one of the barriers to women's participation in

managerial levels, and since this factor was confirmed as one of the barriers to women's participation in managerial levels in hypothesis 4. It is clear that men and women in this study relatively equally consider socio - cultural factors as effective in this regard. Hypothesis 12 - There is a difference between the views of women and men in the "religious - historical factors" as one of the barriers to women's participation in the managerial levels.

Table 26: Descriptive table of score of religious - historical factor

Sex	Number	Mean	Standard deviation	Standard error of Mean
Female	136	12.448	3.14070	0.26931
Male	147	11.4490	3.06143	0.25250

Table 27: Table of t-test for two independent groups

religious - historical factor	Test for equality of population's variances	T-test to compare mean of two groups.					
		F	Sig	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and standard
The variance of homogeneous population	0.714	0.399	2.710	281	0.007	0.99955	0.36880
The variance of heterogeneous population			2.708	278.017	0.007	0.99955	0.36917

F test indicated that the variance of population is identical (F=0.714 and sig=0.399), so t is used for the variance of homogeneous population that is equal to 2.710 and it is significant according to the significance level of the table (sig=0.007) with confidence more than 0.99 and 12th hypothesis is confirmed. Hence in the

present study there is a significant difference between the opinions of men and women about the religious - historical factor as one of the barriers to women's participation in managerial levels, and according to the means of both groups, women more than men considered religious - historical factor as a barrier to their participation in

managerial levels. Hypothesis 13 - There is a difference between the views of women and men in the "organizational factors

(structure and content)" as one of the barriers to women's participation in the managerial levels.

Table 28: Descriptive table of score of organizational factors

Sex	Number	Mean	Standard deviation	Standard error of Mean
Female	147	28.9962	3.11072	0.25657
Male	154	27.5645	4.85951	0.39159

Table 29: Table of t-test for two independent groups

organizational factors	Test for equality of population's variances		T-test to compare mean of two groups.				
	t	Sig	F	Degrees of freedom	Sig (2-tailed)	Difference between the mean and standard	Standard error of the difference
The variance of homogeneous population	1.43169	0.003	299	3.028	0.003	9.127	0.47275
The variance of heterogeneous population			0.46816	1.43169	0.002	261.965	3.058

F test indicated that the variance of population is not identical with confidence more than 0.99 (F=9.127 and sig=0.003), so t is used for the variance of homogeneous population that is equal to 3.058 and it is significant according to the significance level of the table (sig=0.002) with confidence more than 0.99 and 13th hypothesis is confirmed. Hence in the present study there is a significant difference between the opinions of men and women

about organizational factors as one of the barriers to women's participation in managerial levels, and according to the means of both groups, women more than men considered organizational factors as a barrier to their participation in managerial levels. Hypothesis 14 - There is a difference between the views of women and men in the "political factors" as one of the barriers to women's participation in the managerial levels.

Table 30: Descriptive table of score of political factors

Sex	Standard deviation	Mean	Number	Standard error of Mean
Female	2.38250	17.0142	147	Standard error of Mean
Male	2.095696	16.2872	154	0.23828

Table 31: Table of t-test for two independent groups

political factors	Test for equality of population's variances		T-test to compare mean of two groups.				
	F	Sig	t	Degrees of freedom	Sig(2-tailed)	Difference between the mean and	Standard error of the difference
The variance of homogeneous population	5.426	0.021	2.342	299	0.020	0.72697	0.31039
The variance of heterogeneous population			2.354	290.884	0.019	0.72697	0.30885

F test indicated that the variance of population is not identical with confidence more than 0.95 ($F=5.426$ and $sig=0.021$), so t is used for the variance of heterogeneous population that is equal to 2.354 and it is significant according to the significance level of the table ($sig=0.019$) with confidence more than 0.95 and 14th hypothesis is confirmed. Hence in the present study there is a significant difference between the opinions of men and women

about political factors as one of the barriers to women's participation in managerial levels, and according to the means of both groups, women more than men considered political factors as a barrier to their participation in managerial levels. Hypothesis 15 - There is a difference between the level of education of people and their opinions about the barriers to women's participation in the managerial levels.

Table 32: Descriptive table of score of political factors

			Level of Education	Total score
Spearman Correlation	Level of Education	The correlation coefficient	1.000	0.043
		Significance level	0	0.471
		Number	287	287
	Total score	The correlation coefficient	0.043	1.000
		Significance level	0.471	0
		Number	287	302

To test this hypothesis, first the total score of subjects was obtained, and then Spearman correlation was obtained between the total score and level of education. Correlation coefficient between education level and total score was 0.043, which is very low and as its significance level ($sig=0.471 > 0.05$) suggests, this correlation coefficient is not significant. Hence in the present study there

is not a significant relationship between the education level and people's opinions about the preventing factors to women's participation in managerial levels, and this hypothesis is not confirmed. Hypothesis 16 - There is a difference between the employment experience of people and their attitude toward the barriers to women's participation in the managerial levels.

Table 33: Descriptive table of score of political factors

			Level of Education	Total score
Spearman Correlation	Level of Education	The correlation coefficient	1.000	(**) - 0.312
		Significance level	0	0.00
		Number	302	125
	Total score	The correlation coefficient	(**)- 0.312	1.000
		Significance level	0.000	0
		Number	125	125

(**) Correlation coefficient is significant

To test this hypothesis, first the total score of subjects was obtained, and then Spearman correlation was obtained between the total score and employment experience levels. Correlation coefficient between experience level and total score was -0.312, which is relatively low, but as its significance level ($\text{sig}=0.471 < 0.05$) suggests, this correlation coefficient is not significant and because it is negative, there is inverse and this hypothesis is confirmed. This meant that, in this study, individuals, who had lower levels of employment experience, scored the items of the questionnaire in this study higher.

CONCLUSION

The results of study from hypotheses 1 to 7 show: The population, in general, does not consider the personality characteristics of women and their interpersonal skills as barrier to their participation in managerial levels. Attitudinal factors, cultural - religious, historical, organizational and political factors are all considered as barriers to women's participation in managerial levels. And results of hypotheses 8 to 14 show: in comparing the attitudes of men and women, men more than women consider personality characteristics, lack of interpersonal skills of women and attitudes as preventing factors, and women more than men consider as religious, historical,

organizational and political factors as preventing factors to their participation in managerial levels, but there is no difference between the attitudes of men and women in relation to socio-cultural factors. The results of study in relation to hypotheses 15 and 16: the level of education of people does not affect their views of preventing factors, and in relation to the employment experience, the less experienced people had stronger attitudes towards these factors.

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