

Attitudes of male managers to management style of female employees (case study: employee education)

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Abstract: The purpose of this study was survey of attitudes of male managers to Management style of female employees in the Ministry of Education. Statistical population was Education staff and 129 managers were selected as the sample. We used attitude questionnaire (self-made) as a measurement tool. To measure the validity of questionnaire we used content validity and for reliability, we used Cronbach's α which was estimated 0.84. For data analysis used T-test and significance level, ANOVA and Friedman test. The results showed that physical characteristics and gender influences as long as glass ceiling effect on female staff management style on female management style.

Key words: Gender; Attitudes; Language and culture for men; Glass ceiling; Management style

1. Introduction

One of the most serious problems of women managers in the community which has led lower social role in the field of social work and management is cultural problem. In this section we deal with a society that female managers refuse to continue working in managerial posts. Researchers have established a hypothesis to explain such problems. This hypothesis says: Family responsibilities are the factor of the lack of promotion of women to management levels. This assumption has multi-index: Dependence on the family, thinking partner and adjudications children. They reject the feeling of being women as one of the causes of failure in category management (Cooper, Jackson and Janet, 2001).

There are some beliefs that influence on this context: False belief in the superiority of the male to female, the tendency of patriarchy in the appointment of directors, the belief that women in decision-making act more cautiously, believed to be more emotional and more emotional. Separation of jobs based on gender and accepting differences in the abilities of men and women impact on subjectivity of women. As regards there are differences between men and women in terms of acquired factors like education, occupational history, risk and time spent doing work. Also, there are differences in terms of management and in particular in terms of human resource management practices among men and women (Emerald Group, 2006).

Although research in the field of entrepreneurship represents differences between men and women in the areas of entrepreneurship

and creating incentives for private business and the type of operation and financial issues, but few studies were allocated to examine gender differences in management of small organizations particularly in human resource management (Verheij, 2001).

Unfortunately, management literature has not provided comprehensive and sufficient evidence in response to the question of whether men and women are different managers or not (Luthans, 2006).

Scientific management and general management always believed that men and women choose different management styles. But others believe that if professional behavior of men and women are considered in a range of long-term it can be seen that their behavioral approaches is similar. Gender can be a direct or indirect impact on human resource management. In addition, there are other factors such as gender, organization, organizational units, objectives and strategies of the organization's life cycle that called Organization File. Organization file influence on the formation of patterns of human resource management. Therefore, in this study examined the attitudes of men and women in management and was described and explained the relationship between these two components (Biri et al., 1991).

2. Research Methodology

This study is a Descriptive – Correlation. Statistical population was all male managers of Department of Education. They are 126 managers. Measurement tool for data collection was Men Attitude Questionnaire (self-made). It included 31 items. Questionnaire contained 31 items based on Likert five-point scale (5= strongly agree and 1= strongly disagree). In this study we have used the

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method of descriptive statistics (frequencies, percentages, graphs and mean) for the description and classification of information, and to test hypotheses and the significant t test, ANOVA and Friedman test has also been used. These calculations were performed with the software SPSS: 19.

3. Hypotheses

The first hypothesis

H1. There is a relationship between family responsibilities of women and management style of female employees.

$$\begin{cases} H0: \mu \leq 3 \\ H1: \mu > 3 \end{cases}$$

According to the Table 1 if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 1: T test

	T-statistics	df	SIG
The impact of women's family responsibilities on management style female employees.	-4.47	128	1.00

The results of statistical tests of first hypothesis indicate that because the number of SIG is greater than Alpha ($\alpha = 0.05$) and the number of t-value is less than $t_{\alpha/2}$ ($t = 1.96$) H0 is not rejected and we can say "There is not relationship between family responsibilities of women and management style female employees".

The second hypothesis

H2. There is a relationship between the physical characteristics of women and management style of female employees.

$$\begin{cases} H0: \mu \leq 3 \\ H1: \mu > 3 \end{cases}$$

According to the Table 2 if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 2: T test

	T-statistics	df	SIG
The impact of Physical characteristics and gender of women on management style of female employees	6.321	128	0.001

The results of statistical tests of second hypothesis indicate that because the number of SIG is less than Alpha ($\alpha = 0.05$) and the number of t-value is more than $t_{\alpha/2}$ ($t = 1.96$), H1 is accepted and we can say "There is a relationship between the physical characteristics of women and management style of female employees".

The third hypothesis

H3. There is a relationship between the language and culture of male and management style of female employees.

$$\begin{cases} H0: \mu \leq 3 \\ H1: \mu > 3 \end{cases}$$

According to Table 3 if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 3: T test

	T-statistics	df	SIG
The impact of language and culture for men on management style of female employees.	-9.37	128	1

The results of statistical tests of third hypothesis indicate that because the number of SIG is greater than Alpha ($\alpha = 0.05$) and the number of t-value is less than $t_{\alpha/2}$ ($t = 1.96$) H0 is not rejected and we can say "There is not relationship between the language and culture of male and management style of female employees".

Hypothesis Fourth

H4. There is a relationship between the power of men and management style of female employees.

$$\begin{cases} H0: \mu \leq 3 \\ H1: \mu > 3 \end{cases}$$

According to Table 4 if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 4: T test

	T-statistics	df	SIG
The impact of power of men on management style of female employees.	-3.19	129	0.998

The results of statistical tests of fourth hypothesis indicate that because the number of SIG is greater than Alpha ($\alpha = 0.05$) and the number of t-value is less than $t_{\alpha/2}$ ($t = 1.96$) H0 is not rejected and we can say "There is not relationship between the power of men and management style of female employees".

The fifth hypothesis

H5. There is a relationship between glass ceiling and management style of female employees.

$$\begin{cases} H0: \mu \leq 3 \\ H1: \mu > 3 \end{cases}$$

According to Table 5 if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

The results of statistical tests of fifth hypothesis indicate that because the number of SIG is less than Alpha ($\alpha = 0.05$) and the number of t-value is more

than $t_{\alpha/2}$ ($t = 1.96$), H1 is accepted and we can say "There is a relationship between glass ceiling and management style of female employees".

Table 5: T test

	T-statistics	df	SIG
The impact of glass ceiling on management style of female employees.	-10.04	128	0.00

4. Summary and Concluding Remarks

H1. Zamani (2007) about the family responsibilities of women and women's employment outside the home stated that family relationships have changed. With the evolution of biological and incidence of new needs, roles are changing. Associated with structural changes in society and the effect of changes in family life, housewife forced to work outside the home. The employment of women outside the home has a tremendous impact on their social identity dimensions and in turn it has caused an increase in self-esteem of women.

H2. In literature, scientific management always believed that men and women choose different management styles. While others believe if professional behavior of men and women are considered in a range of long-term it is observed that behavioral approaches are similar. Sex can be a direct or indirect impact on human resources management. Gender may indirectly affect the effectiveness of the design aspects of the organization on how to shape patterns of human resource management (Boselie, 2002).

H3. The result is not consistent with the results Abdullahi (2002). He stated that cultural attitudes of society are a major obstacle to the advancement of women in the fields of management. According to the expectations of society, men and women have different roles and functions in specific field. This may be caused by differences in social behavior and influence on their linguistic behavior. Hence sex as a non-verbal factor correlated with language.

H4. The results of this study is not consistent with results Babai (2006) on the strength of men .He Showed that by examining the views of senior executives from government agencies the selection process managers in these organizations is not systematic and promotes meritocracy. Senior managers also don't have a positive attitude towards the abilities of female managers

H5. The results of this study are consistent with Babbai (2003) about the results of research on barriers to the promotion of women in managerial positions. His findings suggest that most important factors in obtaining management levels and promotion is brilliant and good performance on the job, higher education, relevant experience and adherence to standards. Traditional attitudes prevailing in society and lack of equal benefits be

introduced as problems of female managers. In other words, socio-cultural barriers are more effective than individual and organizational factors.

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