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Investigating the Barriers of the Employment of Women in Various Levels of Management in the Management and Planning Organization of the Country

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Abstract:

The aim of this study is to investigate the barriers of the employment of women in various levels of management in the Management and Planning Organization of the country. The study population was limit and consisted of all the Management and Planning organization of the country and their number is 275 people. This study is an applied study in terms of the methods and is a descriptive study. In this analysis, Cronbach's alpha test was used to determine the reliability of the questionnaire that its alpha values were obtained more than 0.7 and the questionnaire had a good reliability. Kolmogorov-Smirnov test was used to determine normality or non-normality of the data and to obtain the relationship and the correlation between variables due to the normality of the data, Pearson correlation and linear regression was used. The results show that the internal obstacles, organizational and social barriers have a positive and significant effect on non-use of women in management positions in Management and Planning Organization. In the ranking of these barriers, it can be stated that the index of "institutional barriers " is the most influential and powerful obstacle, "Internal barriers " has the second ranking and the index of "social barriers" has the least effect on the employment of women in management positions in the Management and Planning Organization of the country.

Keywords: *Barriers to employing women, levels of management, glass ceiling, Management and Planning Organization of the country*

1. Introduction

One of the major issues in the field of development is the rate of right and reasonable using of the talents and abilities of community members. Based on this approach, the use of the human resources of women community is very important. In recent years, despite that the level of women's education has grown substantially, the statistics of the employment that shows an important part of the return on investment in education is very disappointing. Increasing in the number of female students than males, increasing the levels of female literacy, increasing the mean age of marriage and reducing family size, means that increasing women's participation rate in the coming years is certain and some program should be planned in the field of creating new job opportunities according to their level of education and skills. The lack of women's access to good jobs or lack of job promotion will lead to a loss in efficient human resources that lots of costs has been spent to train them. So, it is essential to investigate the barriers and restrictions that have been imposed on women by the society. Thinking based on unfair assessment from the biological differences between women and men and their unjustifiable extend to work areas will make women's participation in management and decision-making positions to be very limited. Also, the existence of major obstacles for women to achieve the management levels of the country has caused a weakening in using this enormous force and it has created an invisible barrier in their ways. Therefore, studying and identifying these problems and obstacles in order to provide a basis for the elimination of them is important. In this study, Management and Planning Organization of the country have been studied. Among 1304 employees working in management organization (formal, informal), only 315 people of them are female. Among these, only 54 people are head group and 2 people are boss in the management positions. This study was inspired by research on the obstacles to employing women in the management positions in various organizations and by the opinions of women working in management organization to search and identify problems which working women in the organization management are faced with them in accessing to managerial positions.

1.1. Problem Statement

The transformation of the role of women and increasing their participation in social and economic activities is an indicator of development of the country. Therefore, developed countries pay more attention to human resource development, especially the women. In recent decades, international attention to women's issues and legislation has been increased to besides terminating of various discriminations against women; provide the possibility of their participation in various social contexts. The study of the statistics of the training and management activities between men and women shows inequality among them. The low employment rate of women than men, the absence of women in the various branches of activity and their accumulation in jobs of teachers and doctors, their absence in senior managers in departments, employers and top administrative jobs shows also this inequality.

Now, given the above materials and the importance of the issue, we are trying to answer these questions in the survey;

- What is the reason to non-use of women in various levels of management in planning and management organization of the country?
- Are internal factors?
- Are the social and cultural factors?
- Are structural and organizational factors?

What is the priority of influencing of each factor and how important is each?

2. Theoretical Foundations of the Study

2.1. Glass Ceiling

This term was first brought by Carol Haymowitz and Timothy Eschellhardt in an article about the invisible barriers to women's advancement in the Wall Street Journal on March 24, 1987. Although this was not the first time that this term was used, since before that columnist homosexuality named Briant in the article of Adweek in March 1984 had used it and before him it was brought by two women from Hewlett-Packard named Katrina Lawrence and Mariana Eschreiber to explain the situation preventing women in the way towards progression to higher levels. But this term was officially used by the United States of America in 1991 in a study which conducted on 500 companies. In this article, it was emphasized that women and minorities are faced with something called glass ceiling, which prevents them from reaching higher levels. Former Senator of America and Secretary of America in 2009 Hillary Clinton used this term in a speech in front of Barack Obama presidential campaign of America. It was also made in 1970s in America to describe the invisible artificial barriers of organizational prejudice and discrimination, barriers which in practice prevents women from reaching positions and high position of employment. According to a recent report by the International Labor Organization entitled "Breaking the Glass Ceiling: Women in Management" This term serves to clarify the problem a long pretty good and based on recent developments, this roof is still intact (Zamani, 2009, Keshavarz, 2003 and Ezazi, 2001).

According to Catherine Hakim (1972), the labor market, is segregated by gender both horizontally and vertically, women in addition that they are concentrated in a few jobs, they are in lower degrees than men in terms of job hierarchy.

2.2. Barriers to Women's Participation

Although the presence and participation of women in recent years has increased slightly, but the quality of their participation has not reached to the desired level and there is no significant progress in this area. In the meantime, there are several factors that cause them to be behind on improving the quality of employment; in the following, some of them are described. It is worth noting that some obstacles overlap.

- 1- Historical factors: historically (other than certain short-lived period) women are frequently neglected. Although Islam emphasize on educating the public, both women and men and the equality of men and women, educating women has been restricted.

Continuing of this limitation leads to low self-sustaining circulation and lack of faith and the capability of women that its effects are still stands. So that women have failed so far to achieve its rightful place in the field of science and business.

- 2- Family factors: the meaning of family barriers is limitations that create by close family members for a woman; these barriers are not public and can change from one person to another. Some family barriers are as follows:
 - a) Primary families: In general, many families do not agree with the work of their daughter.
 - b) the Family of spouse: in some cases, the husband's family are opposed with working women because they lead to revenue position of woman than the man and this is unpleasant for them and they are concerned from domination of women by men. In addition, they are believed that tasks of housekeeping and being a mother for a woman are more important.
 - c) Spouse: some women (for various reasons) are faced with their wives' disagreement. It should be mentioned that whatever the cooperation links between the spouses is more, the opposition would be less and may be zero.
 - d) Children: One limitation of women is caring for children. Due to busy work, lack of time and domestic and international travel are always a serious concern.

3. Individual factors: some of individual barriers are as follows:

- a) The individual wants: In some cases, women refuse to accept responsibility. Lack of motivation and promotion to managerial levels in some women has multiple causes: including lack of self-confidence, fear of failure, fear of rejection among colleagues, the dominance of patriarchal vision in the organizational culture and...
- b) family responsibilities: family responsibility is a factor in the lack of promotion of women to management levels. Meanwhile, some indices, such as values of dependence on family, mentality of wife, to support her children and ... are among the factors that have to be considered as barriers to the promotion of women to managerial levels (Zahedi, 2003).

4. Political Factors: in the past decades, women like men were active in all political arenas, still in tissue and political decisions have effective presence and active participation. Low numbers of women among parliament, professors, lawyers, senior managers and ... is the fact speak for them.

5. Environmental factors: In addition to the mentioned barriers, women are faced with barriers that are influenced by cultural, political and economic environment. Barriers that cannot be solved solely by their individual efforts, and needs reforming and gradual transformation of value in the environment. In other words, a culture is required. The major environmental barriers include: (Zahedi, 2003, Shiezd, 2008)

a) cultural barriers: culture is in fact a set of basic elements of vision, insight, action and belief of the society and in cultural beliefs, whatever there are in the community as the norm or abnormalities are part of the cultural elements. Among cultural barriers, physical manifestations, community norms, values imposed on the society, belief mention of the environment can be noted.

b) legal barriers: Although in the laws of many countries equality for women and men as a principle is accepted, but, it is different with what is observed in practice (Borji Moslem Khani, 2004). However, legal barriers for women is very limited, because most social rules of gender segregation are not raised.

6. Organizational factors: organizational factors are divided into two categories of content and structure. Structural barriers such as human resources policies, laws and regulations governing the methods and practices can be cited; and the content such as atmosphere and the organizational climate and the style and preferences of the Management Board (Zahedi, 2003).

In addition to the above barriers, exchange injustice, injuries interactive, interactive injustice can be noted (Sayadifar, 2007).

2.3. Ways to Increase Women's Participation

Organizational advice to organizations is important that behavioral and attitudinal change. To do so, the policies and programs implemented across the organization. The first type of program is program changes based on time. These programs include the introduction of flexible work programs, corporate jobs, and the possibility of part-time work or shorter days. Such programs help employees and managers allow women to solve problems of housing and work.

Individual Advise: women require skill, encouragement and confidence and determination to put yourself in the dominant patriarchy. For example, the first skill, time is to design an appropriate career path. The purpose of women's employment is sometimes fragmented and decentralized. The second recommendation is recognition of the fact that competition exists in organizations and women should know that the right skills and behaviors necessary to compete, the third skill is necessary to build confidence and trust. The fourth skill is to deal with time constraints. Women should do everything on time and in its own time. Other skills are political skills by women. To play the role of Director's knowledge, learning and applying the skills necessary political organizations. Eliminate discrimination law, security of employment, build self-confidence to achieve business complex and sensitive and continuing education and fostering creative talent in women of other basic strategies to improve the situation of employed women are (Ghareh Riyazi, 2002, 11).

According to what have passed realize that opportunities do not come to us. It is we who have the chance to build. If faced with cultural constraints limit half of the reasons we are. So, we have to stand and change our attitude towards women and society. Since the aim is to offer practical solutions, ten steps to intelligently explain that women can take to change their place in society, we (Evans, 2001). It is worth noting, however, these methods are solitary, but since every part of society. And individuals together make up the community; if the community as a result of the reform will be rectified.

We believe that non-cooperation with men and women with whom wield foreign affairs one of the most important factors influencing them stay away from the scene of a social activity. If the two-way interaction roles inside and outside the home does not exist, heavy burden of responsibility on the shoulders of one person makes up his mental faculties failed to deal with other matters. if we accept the fact that women constitute half of the population, and women, like men should have equal opportunities in different fields. As per the existing differences between men and women, to work in accordance with any social scene for both defined, both of them that seek. if we believe that their presence both seek to achieve a balanced and sustainable development, there must be men and women benefit from the ideas and talents of both used; then you must change your approach in dealing with women.

2.4. Barriers Preventing Women's Advancement to Top Management Levels

Barriers to women with titles such legal obstacles, glass ceiling, demonstrating their ongoing, walls mother, competition forced with other women and men in different contexts enumerated and research in Iran, factors identified in three individual level, organizational and socio-cultural categories are (Hosseinpur, and Hajipour and Hosseinian, 2012).

Mainly three strategies act against women:

Coping strategies: factors that idea powerless and the exclusion of women from the labor market. This type of strategy, the volume of resistance in women. These can be considered examples of coping strategies:

A) sexual exile: a woman in your position and progress of their livelihood is sustainable. There are many possibilities for men (for example the mission), for women does not exist. The important thing is that women are not sending missions not because of incompetence, but also the social and cultural factors. For example, the provision of amenities and accommodations for a woman who is a gentleman mission, Difficult and expensive for the employer or in some cases by the employer as it is "If something happens to you, who can be held accountable for your family?"

B) Sexual violence: sexual harassment of people in the higher occupational categories, judged on appearance, appearance matters more to women rather than their expertise and examples of sexual violence were mentioned by the interviewees.

C) lack of formal organizational defaults, such as "I shall give orders to others" or features such as "or" mother "of the organization that they will not be recognized. For example, the prefix "doctor" and especially "engineer" is used less for women, especially from subordinates.

D) lobbying and informal workplace relations in the workplace during an informal network that is distinct from the official network. Usually this network before the meetings, which is kind of making the decisions taken at the meeting knows! Women have less access to informal networks and one reason may be fewer women in the workplace.

Conversations like, "You're like my sister, my sister will not be in this position" because of the advancement of women's support too. If women insist that the position in question could be a serious danger to them or that they could accompany a man greatly reduce the possibility of resolve.

The last strategy control strategy is that it applies a series of events known that women in the labor market controls. Examples of these strategies are as follows: (Hosseinpour, and Hajipour and Hosseinian, 2012)

Regardless of the pressure that is invisible on the management of women, you cannot increase the quantity of women in managerial positions and in addition to gender quotas, have worked on these strategies and how to fix them. Regardless of the pressure, again put the main burden on the shoulders of women.

One solution is to put special class women managers. We also need more research and the production of knowledge in this area. "Write-friendly management practices" by female managers, other suggestions. Managers feel that women have the mission to write their management practices and the others.

Surely at least its effects, awareness will be (Hosseinpour, and Hajipour and Hosseinian, 2012).

3. Research Background

National Seminar on Women and Public Relations in 2013 it was stated that in Iran, increasing women's access to education and certificates of academic excellence as well as increased professional women in society, leading to improve their position in the labor market not the rate of participation of women and men in this regard varies considerably. This is especially pronounced in the field of management positions authentication. Statistics show that women have little role in the decision-making pyramid of the country.

Capability index by gender (GEM) also shows that out of the 102 countries in 1998, 87 and indicate the potential source of intellectual power that women form half of the society. It is not much use.

Hosseinpour, Hajipour and Hosseinian (2015) in a study entitled "Barriers to women's access to senior levels of middle management" stated that their research to identify barriers to the promotion of women to senior and middle management positions in the oil-rich areas of south-national companies was conducted. The purpose of the study was descriptive in nature. The study consisted of officials with a bachelor or higher that 141 of them were selected using stratified random sampling method. To collect data, a questionnaire that was used to validate the experts. Reliability with Cronbach's alpha was calculated. Statistical data were analyzed using factor analysis. The results showed that the socio-cultural barriers, institutional, family and individual non-promotion of women to senior and middle management positions in the oil-rich southern regions affect national companies. Faalan (2013) at the end of his letter entitled "Effects of the use of women in managerial positions glass ceiling in the presidency." Said his research adopted a descriptive nature scrolling through correlation analysis, the factors affecting the formation of the glass ceiling, the population of women in working in organizations in the office of the president and also a good example of which was based on statistical analysis. Using a structured questionnaire to obtain the views of the action. The results show that the dominance of long administrative structure and the prevalence of patriarchal culture in the organization and increase the power of men in the organization and create a glass ceiling in which a direct relationship exists, the glass ceiling barriers that women face and the progress of them prevents workplace.

4. The Methodology

The population of this research is limited and includes all staff Parliamentary Affairs, Provinces and Support Management and Planning Organization, which numbers about 275 people. In the present study, samples, sampling systematic use. Using the formula, the sample size of 160 subjects was selected. Since the survey methodology and applied research, so, like many descriptive studies, in order to collect samples of the questionnaire was used Comments and data collection is also library-field. In this study, data analysis software SPSS 21 was used. Therefore, to test reliability Cronbach's alpha test, normal or abnormal for review of survey data using the Kolmogorov-Smirnov test and to review and approve or reject hypotheses, Pearson correlation and linear regression models were used.

4.1. Analysis of Data

4.1.1. Testing Study Hypotheses

First hypothesis: the lack of internal barriers to the recruitment of women in managerial posts in the country's Management and Planning Organization. 0.045 regression model is the coefficient of determination and suggests that this model has 4.5 percent of the non-utilization of women in managerial posts through independent variables explain the inner barriers. F statistic significant level of error for the lower level tests ($0.05 = \alpha$) and thus confirms the above assumption H1 and regression are statistically significant and relationships between variables is linear. Given that in this hypothesis, significance level (Sig) is less than alpha 0.007 is equal to 0.05. So, hypothesis H0 rejected the first hypothesis is accepted that internal barriers to women's lack of use of various management levels in the organization, management and planning is emphasized.

The correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	The standard deviation	Durbin Watson statistic
0/213 ^a	0/045	0/039	0/43345	1/862

Table 1: Summary In the first hypothesis model

Model	Total squares	Degrees of freedom	average of squares	f	The significance level	
1	Regression values	1/410	1	1/410	7/507	0/007
	Residual values	29/684	158	0/188		
	Total	31/095	159			

Table 2: The linearity of the equation in the first hypothesis

Model	Non-standard factors		Standardized coefficients	T	The significance level
	B	The standard deviation	Beta		
Constant	2/538	0/205		12/369	0/000
Internal barriers	0/177	0/064	0/213	2/740	0/007

Table 3: Values of standardized coefficients

The second hypothesis: organizational and structural barriers on non-use of women in management posts in Organization Management and Planning implications. 0.105 regression model is the coefficient of determination and stating that this model is able to 10.5 percent changes of employing women in management through independent variables explain organizational barriers. Given that in this hypothesis, significance level (Sig) is less than alpha 0.007 is equal to 0.05. The first hypothesis is accepted and rejected the hypothesis H₀, the organizational barriers to women's lack of use of various management levels in the organization, management and planning is emphasized.

The correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	The standard deviation	Durbin Watson statistic
0/325	0/105	0/100	0/41962	1/880

Table 4: Summary In the second hypothesis model

Model	Total squares	Degrees of freedom	average of squares	f	The significance level	
1	Regression values	3/275	1	3/275	18/597	0/000
	Residual values	27/820	158	0/176		
	Total	31/095	159			

Table 5: The linearity of the equation in the second hypothesis

Model	Non-standard factors		Standardized coefficients	T	The significance level B
	B	The standard deviation	Beta		
Constant	2/388	0/166		14/349	0/000
Organizational barriers	0/233	0/054	0/325	4/312	0/000

Table 6: Values of standardized coefficients

5. Conclusion

One of the important findings of this study is that despite the difficult situation in Iran, some women have been able to reach management positions. Reasons to consider some conclusion and advice to other people sure are interesting, adherence to the criteria, is Futurism. Therefore, it is recommended to women to strengthen these competencies focus of attention.

Director of the weakness of men and women in organizations set up to promote knowledge and capabilities finger as well as to meet the criteria, well-thought and men have tried to grow ahead of the management ladder.

5.1. Suggestions of the First Research Hypothesis

- The first assumption investigate claims that the obstacles within the non-employment of women in management and the Management and Planning Organization Country impact that this hypothesis was confirmed by the managers and decision-makers of the Management and Planning recommended that the barriers to internal staff with measures to reduce so that women are often due to personal commitments and family opportunity to play a management role are therefore recommended to personal commitments and family women's organization and the opportunity to create a management role providing women generally Keep your emotions and moods Children do not want to have control over their colleagues that this will be the cover education leadership and management styles. In addition, women are often reluctant to multiple decisions and take the key with high responsibility and tend more towards mid-sized and with a simple procedure. In this regard also recommended that various tests of cognitive and personality psychology have divided women into two groups. And for each specific jobs and responsibilities to be considered. So, for women with managerial talent necessary classes and also provided the necessary fields.

Also, women are strongly recommended to reinforce both the priority competence development programs of their own. Management skills such as planning (goal setting and prioritizing Affairs), the decision (judgment and neutrality), office staff (motivation and encouragement, and identification of and retain qualified people) and communication skills that duties and management capabilities general be considered in all posts. Therefore, management skills also recommended for obtaining management positions.

1 - Strengthening risk obstetrics able to take responsibility and deal with problems at work provide grounds for creativity and innovation.

2 - Encourage women to participate more in the areas of management and incentives for progress

5.2. Suggestions of the Second Research Hypothesis

In the second study, it was claimed that organizational barriers on non-use of women in management and the Management and Planning Organization Country impact that this hypothesis was confirmed by the managers and decision-makers of the Management and Planning recommended to discrimination in employees especially women be set aside and the order of merit be promoted. In the only men in obtaining managerial positions is not considered Capability but women are also considered in the ranking and the rankings are to be respected career path for them and the most important selection criteria a manager, competencies and skills needed in the entrusted responsibilities and not gender. The culture of meritocracy through education and culture within the organization need to be institutionalized system loads and digest a female director in key positions is more convenient and acceptable. In addition, in some cases from the perspective of a diverse challenges and endless ascent harder and harder for women which is also smoothing the path must be accompanied by officials Management and Planning Organization. In summary, the following suggestions are also provided:

1- putting things in perspective correction prefer men than women.

2. The transition from the traditional and the modern structure of patriarchal organization and management reform.

3. The institutions, departments or units within the organization in order to eliminate gender discrimination in women's access to top management jobs.

5.3. Suggestions of the Third Research Hypothesis

The third assumption study claimed that social barriers on non-use of women in management and the Management and Planning Organization Country impact that this hypothesis also was approved Therefore it is recommended to see people's social and cultural change and women qualified obtaining posts are managerial drive and only them through the eyes of faith for the maintenance of his wife and children are in no way intended and in society and the role of a woman as the director clearly be considered and the pattern of a female director, making the promotion and dissemination it is also no women's leadership, poor management is not seen as women in affairs that their acts comply with even better and more accurate than men act. In this regard, the people also have to manage change and women are only one man in mind whenever markets do not embody. Site successful woman in the society and mass media praised, and the mistaken belief that men usually have issues with logical analysis solution, while women's issues will feel resolved and that women from decision-making fear and constantly your comment alter the minds of the people is clear. It is recommended that the following summary are:

1. pale of informal support to access to top management positions to all employees

2. policies to women's access to managerial positions regardless of relationships in an informal network of female managers

The results indicate that the internal barriers, institutional barriers and social barriers on non-use of women in management posts in Organization Management and Planning has a positive and significant effect. In the ranking of these obstacles can be stated that the indicators of "organizational barriers," the most influential and the most powerful obstacle, "obstacles within" a second index "social barriers" least effective barriers to the use of women in management positions in the Management and Planning Organization of the country.

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