



Barriers of Female Manager's Success in a Seemingly Non-Masculine Organization

¹Sajjad Taremi, ¹Samira Rahmanian and ²Leila Andervazh

¹Islamic Azad University, Science and Research Branch, Tehran, Iran

²Faculty Member of Azad University, Khoramshahr Branch, Khorramshahr, Iran

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Corresponding Author:

Sajjad Taremi

Islamic Azad University, Science and Research Branch, Tehran, Iran

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Abstract: This study investigates the impact of personal characteristics, conflict management abilities and cultural factors on objective and subjective success of female managers at an organization with a high number of female employees. Partial least squares approach was used to analyse the data from 204 women executives. It was revealed by the results that in comparison with individual ones, Organizational factors tend to hold greater importance. In general, women don't need to become masculine to succeed in a career but they have to develop their own managerial style. Considering the challenges of developing countries, certain efforts are necessary to improve the status of women as half the society.

INTRODUCTION

Human resource management plays a fundamental role in the development of society and the way we deploy labour determines the success or failure of countries seeking development. Although, women have made good progress in the world trade recently, the whole world over, the number of women in managerial positions is not comparable with men. Showing a male-dominated culture, this participation is lower in the Middle East. Iran's situation is not as the Arab region which has the world's lowest ratios of women representations (Abdalla, 2015) but it is not satisfactory in terms of social development. For instance, only 1.8% of all managerial positions in Iran are taken by women (Fayzi *et al.*, 2015). Kumar state that one of the factors that decrease economic growth is the lower participation of women in labour force and their poor entrepreneurship activity. By reducing the gap between women's and men's employment, they can increase their GDP by 11% (He *et al.*, 2013). So, this is an unconsidered opportunity in front of developing countries.

As Middle East countries are facing problems of fairness, dignity, economic, political and social problems

(Aman, 2017), empowerment of women and their participation in all situations are vital. Women in Iran have always participated alongside men in various social and political situations. But this presence had never been so serious in organizations, until women began to work in lower managerial levels (Esfidani, 2002) doing the simple careers. Women will have a job satisfaction with critical tasks (Rowley, 2013) and they will have more career progress chances. This can be done through provision of chances for completion of diverse tasks and working in chief departments. While female managers have a strong and flexible personality (Zech-Artis, 2015), their psychological characteristics are different from males. Therefore, they need strong support systems, especially, in this context.

Turning to Organizational view, the existence of women at different levels of the organization, especially, at senior management level, depends on the higher Organizational performance. But the reason why only positions of lesser opportunities for the development of managerial skills as compared to males are given to women still remains concealed. Female managers are faced with obstacles in managerial positions which arise due to widespread gender inequality. From being

promoted in key departments, they are prevented as they receive restricted work experiences in limited departments. Such key departments are usually in search of managers who possess a diverse work experience. It is argued that cultural factors are the most important deterrent to women's advancement in Organizational hierarchy (Fatemisadr, 2001). While men do not have positive attitudes toward management capabilities of women (Esfidani, 2002), Iranian female employees consider social and cultural factors (Kajbaf and Kazemi, 2008) as obstacles to the promotion of managerial positions.

In Iran, women constitute half the potential population of human resource (Nikpey, 2005) and are responsible for public education which highlights that the Ministry of Education can provide women with important opportunities and make them progress. According to the law, all staff of girl schools have to be female and the number of female staff in all units have to be balanced with the number of male employees (Fouladi, 2016). Therefore, it has the largest number of female employees as compared to all governmental agencies. Although, compared to men, women managers in this organization have many problems, some researchers (Mirkamali and Nastizaye, 2009) believe that its culture should be assumed as non-masculine.

We hope the findings of this research have implications that help Iranian organizations to remove hidden obstacles by cultural reforms and to let women climb the ladder of success by maintaining their own feminine characteristics. Although, most research on women's management is in Western countries, they may not be possible in developing countries (especially, the Middle East) due to cultural and religious differences (Shaya and Abu Khait, 2017). Of course, some studies have been done to find the challenges of women in Iranian organizations (Esfidani, 2002; Nikpey, 2005; Kajbaf and Kazemi, 2008; Shahri *et al.*, 2014; Fayzi *et al.*, 2015; Mirkamali and Nastizaye, 2009) but there is a lack of knowledge about the role of factors affecting female manager's success in an Iranian non-masculine organization. Our study is based on Rowley (2013), research that investigated the influence of both individual and Organizational factors on objective and subjective career success. We investigate female managers of the Ministry of Education in Tehran to answer the question what does prevent women from career success in a seemingly non-dominant organization?

Literature review

Female manager's success: Vocation success can be characterized as "the positive psychological or work related achievements one accumulates as a result of work experiences" (Bos *et al.*, 2012) or "the evolving sequence of a person's work experience over time" (Rowley, 2013). Companies need to assess individual's career success to have a broad picture of human resource (Fouladi, 2016). So, in most organizations, there are some advancement

courses and relating advancement frameworks to control employee success. Advancement frameworks fill the purposes of competent people for posts of more noteworthy duty, orientating employees to securing of basic aptitudes for the organization and inspiring toward higher execution (Dafou, 2018).

There are two main constructs in career success literature, namely objective and subjective success. Objective career success measures are external (Bos *et al.*, 2012) and quantifiable outcomes (Reynolds *et al.*, 2018) that are directly detectable, quantifiable and certain by an unprejudiced third party. On the other hand, subjective success which is still ill-defined in terms of measurement (Reynolds *et al.*, 2018), refers to an person's responses to reveal profession experiences (Abele *et al.*, 2011) and intends to be addressed as inward trepidation and assessment of profession crosswise over numerous measurements that are imperative to him/her (Al-Hussami *et al.*, 2018). While vocation achievement researchers concentrated for the most part on target profession achievement for a long time (Park, 2018), many people who are extraneously effective do not feel fruitful or happy with their achievements (Judge *et al.*, 1995), so, it is generally, recognized that the two parts are basic (Abele *et al.*, 2011) to shape a complete understanding of the phenomenon. Although, Bos *et al.* (2012) demonstrated that objective and subjective success is all the more firmly related in the private and independent work parts than in the open division and Ng *et al.* (2005) discovered some help for their assumption that salary, advancement and profession fulfilment are one of a kind develops. But they inform that the aspect of distinct profession achievement conceptualisation has significant implications for hypothesis advancement.

According to career theory, in the 1990's, jobs have changed from traditional to contemporary and career success from objective to subjective (Tlaiss, 2015). Accordingly, dividing these two constructs, career success as judged by others which is referred as an objective success is determined on the basis of relatively visible criteria because it can be measured by observable exoteric metrics which include compensation, salary and an amount of proportions (Judge *et al.*, 1995). The most important variables that effect objective success include educational level, prestige (Cho *et al.*, 2017), achieving work-life balance (Reynolds *et al.*, 2018) and the organization itself. On another perspective, individuals are fulfilled in the work environment when their activity enables them to accomplish an esteemed vocation objective (Park, 2018). Subjective success is derived through Organizational sponsorship, individual differences (Cho *et al.*, 2017), opportunities for advancement and work-family balance (Datta and Agarwal, 2017).

Turning to the context, females have different career patterns (Rowley, 2013). Therefore, interests in the comparison between men and women in terms of career

success and especially, in the managerial level are highly growing among researchers (Ahmed *et al.*, 2016). According to studies, although, gender increases gender inequality in organizations, basic points of view on organizations have neglected the valuable experiences of women (Tlaiss, 2015). As findings from researches have shown that in career assessment process women largely rely on subjective measures (Dafou, 2018), we are going to measure female manager's success using two objectives and one subjective component, namely satisfaction, salary and managerial level that is described here.

Firstly, job satisfaction reflects a positive reaction of individuals towards specific occupations and is a measure of employee satisfaction of what they are doing (Thi, 2015). Job satisfaction is identified as "a positive or negative evaluate judgment one makes about his/her job" (Weiss, 2002). Although, job satisfaction is a concept of social psychology, it depends on the nature of the organization, society and economy (Liu, 2013). According to the literature, there are numerous factors that influence job satisfaction (Shurbagi and Zahari, 2012). Greater satisfaction is felt by him/her with his/her job when more positive emotions are accomplished during the job satisfactions is measured by most companies to improve the organization's human resource and leadership capabilities (Eskildsen *et al.*, 2010). It is essential to improve job satisfaction among employees because it leads to fewer disruptions such as absenteeism, negative behaviour (Thi, 2015), stress, turnover (Porter *et al.*, 1973) and more positive outcomes including productivity, loyalty, commitment, motivation (Egan *et al.*, 2004; Breaugh *et al.*, 2018), health (Linn *et al.*, 1985) and retention (Mrayyan, 2005). Therefore, we selected satisfaction as one of the endogenous variables of female manager success.

Secondly, one of the most significant reasons for carrying out a responsibility is getting a salary (Tasnim, 2006). Pay level plays a role in outcomes such as work motivation and performance (Young *et al.*, 2014) because the individuals often look at the wages as the only source of personal-life financial management. In accordance with that, salary is a broadly utilized pointer of vocation achievement and its target as it very well may be legitimately estimated and checked (Abele *et al.*, 2011) among researchers.

Moreover, gender inequality means that the number of employed women is higher than men but they receive fewer salary (Ficapal-Cusi *et al.*, 2018). Gender has been shown to influence the relationship between pay and work satisfaction (Thi, 2015). Tasnim (2006) concluded that, the salary structure is related to the satisfaction of male and female teachers, although, the effect of "high effort-low reward" on women's work is greater than that of men (Devonish, 2017). In this research, female manager's salary was measured as objective career success.

Finally, it seems that those who are posited at top of the societal or Organizational hierarchy are known as effective independent from anyone else and others (Ng *et al.*, 2005). And while the quantity of female leaders in society is surprisingly low (Lahti, 2013), it could be concluded that there are some barriers in front of female employees to achieve social and career success. Workers who are more outlying in their roles belong to the female gender and find building of mentoring and social networks as challenging when they are left out from key positions. Liu (2013) introduced the social, Organizational and individual factors as barriers to women's management success. One of the reasons that prevents the presence of women in managerial positions is the glass ceiling. The glass ceiling effect is an unofficial barrier to opportunities in an organization or company that prevents the advance of staff in the above positions, especially, women (Elmuti *et al.*, 2009). Departments are negatively influenced by it which cause an inevitable and unstoppable impact on careers of females, in further negative ways (Rowley, 2013). In this regard, the managerial level was selected as the third dependent variable to measure female manager success.

Looking at the recent studies, it is shown by Park (2018) that authoritative versatility inclination negatively affects profession satisfaction while limit less attitude and outside help looking for positive effect on vocation satisfaction. Using a survey and interviews of executives in South Korea and empirical sustenance was provided by Rowley (2013), for a gender-specific model. Furthermore, the varying influence of Organizational and individual variables was enlightened regarding career success.

Generally, it has been determined that the attitudes of men and women towards job success are different (Tasnim, 2006), so, findings from female managers are highlighted in the research background. In a meta-analysis of studies on career success by Ng *et al.* (2005), gender had significant relationships with career success. Shanmugam (2017) survived 138 mothers working in the information technology sector examined the importance of family support for women's career success. Datta and Agarwal (2017) analysed a qualitative study on Indian female managers and their supervisors using panel data model in 54 countries during 35 years, performed psychological preventive factors in three groups: intra-personal, interpersonal and Organizational suggest that the most negative factor affecting the rate of Female Labour Force Participation (FLFP) in the Middle East and North Africa is patriarchy. In another study which was carried out in 59 developing countries over the course of 30 years using Principal Component Analysis (PCA), paternity is seen to be more commonplace for women in public societies in Muslim countries.

In Iran, many efforts have been undertaken by researchers to highlight the importance of women's cooperation in managerial positions and the reduction of gender discrimination in government agencies. This has

been followed up by the Ministry of Education, too. Accordingly, Mirkamali and Nastizaye (2009) studied the obstacles of women to reach managerial positions in the Ministry of Education by surveying the women staff and found that family, Organizational and socio-cultural barriers play an important role in preventing women from getting middle and top management posts while individual's psychological and communication barriers have no significant effect on the Organizational level of women. On another research, Fayzi *et al.* (2015) surveyed the Ministry of Health and Medical Education's female managers and showed that the level of self-trust, career success, support of others, self-belief, Organizational support, equal opportunities for promotion, access to the communication and information networks, gender equality, managerial knowledge and managerial skills in women are below average.

Concluding, in rapid Organizational change, the main factor in job success is personal status of the employee (Park, 2018) while resenting Organizational transformation has resulted in career boundarylessness (Jones-Morales and Konrad, 2018). However, as mentioned before this is true in the private sectors rather than public organizations (Ng *et al.*, 2005). So, it is still essential to address this issue, especially in developing countries. We are going to take into account three main antecedents of career success among women in high-level Organizational positions.

Male-dominated culture: The Organizational culture refers to expectations, beliefs and values which the employees practice and it affects the feelings and actions of individuals (Lahti, 2013). In this context, it could be said that there is gender regarding attitude and behaviour on the workforce. It is investigated by commentators that the selection of job seekers is mostly drawn from a restricted pool of male candidates (Ahmed *et al.*, 2016). Of course, this issue becomes clearer by looking at the upper levels of the Organizational hierarchy (Mottaghi *et al.*, 2014). Such gender segregation causes gender-biased Organizational culture (Rowley, 2013) and as far as female corporate leaders are scarce, empirical addressing of gender matching becomes harder (Sekkat *et al.*, 2015). Some theories have been developed to address this issue. According to Tokenism theory (Kanter, 1977), due to the nature of corporate culture being male-dominated, females witness career complications. Male-dominated culture refers to the Organizational culture in which men as senior managers and directors have key decision-making positions and their power is more than women.

An extension to this theory includes gender inequity taking an account of the psychological climate as a means of assisting better apprehension regarding the way token women witness and perceive their environments of

workplace (Rowley, 2013). Tokenism may encourage women to the biased personnel practices in favour of men and change their manner to fit in the male-dominated culture (Abdalla, 2015).

Thi (2015) examined the effect of cultural dimensions on job satisfaction among employees who are not managers and work in the private sector and found a meaningful relationship between them. Lahti (2013) investigates that a masculine culture is the main barrier for women to rise to senior management because men think that women are not able to do some responsibilities (Tasnim, 2006). Regarding the education field, in masculine societies, women are more likely to teach younger children and men teach at Tasnim (2006). So, the women's prosperity is negatively influenced as male-dominated culture refrains from allowing men to accept the superiority of women (Rowley, 2013; Cox, 1994). It is considered that male-dominated culture and the lack of adequate tools for training female managers is a barrier to women's management success (Weatherspoon-Robinson, 2013). The empirical results indicate the relationship between Organizational culture and not only objective success dimensions such as job satisfaction (Shurbagi and Zahari, 2012) but subjective components like income level are affected too (Rowley, 2013). This is supposed to be true in Iranian organizations which leads us to the next two hypothesis:

- H₁: women managers working in male-dominated culture are less satisfied with their job
- H₂: women managers working in male-dominated culture earn less salary

Masculinity: Numerous business are tormented by the lack of skilled workers while women are working in the margin and are deprived of key positions (Rowley, 2013). Some believe that women who have come up with the superiority of men will also be adapted to stereotypical barriers, though individuals can modify their circumstances (Lewis, 2017) but not their gender. As people have different personality traits (Sayers *et al.*, 2017), they are built for different situations. So, researchers believe that there are some characteristics to show managerial ability (Tinu and Adeniji, 2015). It is discussed that managers should be determined, independent and extrovert and move toward success (Sachs *et al.*, 1992). As a gender context, men are self-assured and intense and material success is very important to them while women are more worried about the personal satisfaction (Thi, 2015; Vasconcelos, 2018). For this reason and because of the masculine nature and style of leadership, it has traditionally been considered to be a man's job (Lahti, 2013). So, if women try to take men's styles in the organization to compete with men, they put themselves at a disadvantage (Martin, 2013) and dissatisfaction in personal life.

The distribution of roles between genders is described by masculinity. Masculine people are predominantly competitive and assertive while feminine individuals are predominantly caring and modest (Eskildsen *et al.*, 2010). Though women find support whereby sexual harassment policies and usually have more options when women possess greater freedom. Soklaridis *et al.* (2017), they are capable of performing well as men in work environment. It is investigated in literature (Rowley, 2013) those who exhibit strong masculinity traits are more determined to succeed in workplace. So, just as males, female managers also have a tendency of possessing contributory and masculine personalities. They feel comfortable in a male-dominated Organizational principle where they are pressurized to familiarize with both, gender job practices and culture which are set apart from one another. We suggest that masculinity is an individual factor affecting satisfaction and managerial level in female managers. This leads us to the next two hypothesis:

- H₃: masculine women managers are more satisfied with their job
- H₄: masculine women managers are participating in upper managerial levels

Work-family conflict: According to researches, marriage and parenthood are the main causes of in work commitment reduction (Liu and Ngo, 2017) and career interruptions (Shanmugam, 2017). This relationship is conceptualised as the work-family conflict in the literature. Work-family conflict as an inter-role conflict (Khandelwal and Sehgal, 2018) is described as the incompatibility between the roles one person holds at home and workplace (Khandelwal and Sehgal, 2018) and occurs when people have multiple roles including being employee, spouse and parent at once. On the one hand, people who experience this pressure (Martin, 2013) feel home related problems such as family stress and depression (Jackson, 2001) which cause life dissatisfaction. On the other hand as life satisfaction influences the job-related variables (Connolly *et al.*, 2016) occurrence of Organizational issues like negative citizenship behaviour (Rauf, 2013), self-efficiency (Baghban *et al.*, 2010), job dissatisfaction (Rowley, 2013) and job stress doubles for the person.

Coming back to female manager's context, work-family balance is an important motivator and success criterion for women (Khandelwal and Sehgal, 2018). Employed women continue to support their families (Elmuti *et al.*, 2009), so, their role at home affects their role in the workplace much more than males. Along with that women's job development is different with men (Martin, 2013), so, their quality of life is most affected by the conflicts of work and family. Researchers believe decreased job satisfaction and family satisfaction are two separate consequences of

work-family conflict which ultimately affects the managerial level, too. This leads us to the next hypothesis:

- H₅: women managers who experience more work-family conflict participate in low managerial levels

To sum up, the significance and value in careers of gender difference is mainly emphasized on by means of theories and outline of this concept (Rowley, 2013). So, we decided to investigate these factors in women manager's society. Based on the provided evidence of previous empirical researches five hypothesis are tested in the next study.

MATERIALS AND METHODS

Our data is collected by survey. The population consists of women managers from the Ministry of Education in Tehran. This organization was selected because it has the highest number of female managers through governmental organizations. According to statistics from the Ministry of Education in 2015-2016, the number of managers in the organization is 2811 in which 1571 were women.

The sample includes women employees who participate in different managerial levels at office units of Tehran. Randomised clustering technique was used in the sampling stage. In this regard, 370 questionnaires were contributed to the main offices of districts 2-5 and based on the number of staff. Since, the return rate is <55% in Iran, 204 series of well-completed questionnaires came back to use in analysis.

Operationalisation of the constructs was done by using previously validated measures and multi-item, denoted by five-point Likert scales from 1-5 where 1 mean strongly disagree and 5 as strongly agree. Male-dominated culture as an Organizational factor was measured using 6 items retrieved from (Davidson and Cooper, 1986). Work-family conflict scale is based on (Kang and Lim, 2000) work containing 5 items. Satisfaction was measured using 5 items (Rowley, 2013) and masculinity is measured using 4 items (Lee *et al.*, 2002). All scales for these variables are reflective and used by Rowley (2013). Finally, two items were placed to measure salary and managerial level of respondents. Salary was binned to 5 groups (<20, 20-35, 35-50, 50-65 and >65 million Rials). Managerial level was scaled in 5 categories namely; attendant, manager, general manager, deputy and senior manager. Toward the finish of the questionnaire, respondents reported their age, marital status, work experience and education level for demographic information (Table 1).

Table 1: Statistic data of respondents

Variables			
Marital status (%)	Education (%)	Work experience (%)	Age (%)
Single (13.3)	Bachelor (46.3)	1-10 (6.7)	31-35 (11.7)
Married (86.7)	Master (52.9)	11-20 (73.3)	36-40 (33.3)
	PhD (0.80)	21-30 (20)	41-45 (31.7)
			46-50 (16.7)
			>50 (6.6)

Table 2: Confirmatory factor analysis results

Variables	Items	Std. loading	t-statistics	VIF	A	AVE	CR
Male-dominated culture	A1	0.75	6.74	1.81	0.841	0.557	0.883
	A2	0.71	4.53	1.66			
	A3	0.74	6.38	1.78			
	A4	0.76	9.87	2.59			
	A5	0.75	7.01	1.75			
Work-family conflict	A6	0.76	9.48	2.69	0.863	0.703	0.904
	B1*	0.52	4.37	1.13			
	B2	0.79	8.71	2.31			
	B3	0.79	8.90	2.12			
	B4	0.82	9.15	2.80			
Satisfaction	B5	0.83	10.77	2.73	0.745	0.796	0.887
	C1*	0.46	1.72	1.98			
	C2	0.87	3.96	1.90			
	C3	0.85	5.61	1.61			
	C4*	0.66	2.96	1.69			
Masculinity	C5*	0.62	2.97	2.22	0.895	0.826	0.934
	D1	0.90	31.07	2.93			
	D2	0.88	28.54	2.70			
	D3	0.86	21.14	2.80			
	D4*	0.63	5.91	1.27			

*Deleted items due to lack of standard loadings (<0.7). All variables were measured on a five-point rating scale (1 = strongly disagree, 5 = strongly agree). Std. loading: Standardized loading, CR: Composite Reliability; AVE: Average Variance Extracted; α : Cronbach's alpha

According to Table 2, Cronbach's alpha based on standardised items were computed >0.7 for the scales in male-dominated culture (0.841), masculinity (0.895), work-family conflict (0.863) and satisfaction (0.745) indicating that employment of the scales in this study is dependable (Hair *et al.*, 2010).

For missing data, raw data was initially processed. The values that were missing turned out to be <1% of the overall values. Nonetheless, missing values were affecting salary as the only one of the 22 observed variables. The expectation maximisation approach (based on maximum-likelihood algorithms) was used for the purpose of imputing the data that was missing, recommended in case of systematic missingness, given this systematic lack of answers (Hair *et al.*, 2010). A final dataset of 204 was available following the treatment of missing values, for analysis. The normality of the data is satisfied because all skewness and kurtosis values of observed variables are within ± 1.96 letting the use of parametric statistics.

Using the smart PLS 3 (Ringle *et al.*, 2015), the PLS (partial least squares) methodology was made use of in order to analyse the data. PLS approach to Structural Equation Modeling (SEM), otherwise called PLS Path Modeling (PLS-PM) has been proposed as a segment based estimation strategy unique in relation to the

traditional covariance-based Lisrel-type approach (Esposito *et al.*, 2010). For the determination of significance levels of weights, path coefficients and weights, the bootstrapping method (204 resamples) was used. Yap *et al.* (2012) and blindfolding method to determine model's Goodness of Fit (GoF).

RESULTS AND DISCUSSION

The demographic profile of respondents, the following can be distinguished, in concern with the features of the sample. The demographic analysis reveals that all 204 respondents are female ranging from 34-54 years old. It seems that more female managers are in their middle age (35-45) and enough experienced (11-20 years of work experience) to get such important roles in their organizations. The 86.7% of them are married and 52.2% of them have a master's degree. Whole demographic information is collected in Table 1.

Measurement model, the two-step approach as suggested by Yap *et al.* (2012) was used. In this approach, convergent validity and reliability and further the discriminant cogency are assessed. If loadings are significant for reflective scales, convergent validity can be ascertained, Composite Reliability (CR) >0.7 and the

Table 3: Discriminant validity (Fornell-Larcker criterion)

Variables	Mean	SD	1	2	3	4	5	6
1 Male-dominated culture	3.23	0.65	0.746					
2 Managerial level	2.72	1.17	0.454	1.000				
3 Masculinity	3.87	0.86	0.618	0.593	0.909			
4 Salary	2.22	0.95	0.255	0.175	0.304	1.000		
5 Satisfaction	2.48	0.86	-0.445	-0.340	-0.219	-0.114	0.892	
6 Work-family conflict	2.60	0.81	-0.457	-0.333	-0.309	-0.219	0.599	0.839

n = 204; Square root of Average Variance Extracted (AVE) is shown on the diagonal of the matrix; Inter-construct correlations are shown off the diagonal; SD: Standard Deviation

Table 4: Path coefficients and hypothesis testing

Hypothesis	Total effect	t-statistics	p-values	VIF
H ₁ : Male-dominated culture ->satisfaction	-0.501***	4.610	0.000	1.619
H ₂ : Male-dominated culture ->salary	0.255**	2.437	0.018	1.000
H ₃ : Masculinity ->satisfaction	0.091	0.675	0.502	1.619
H ₄ : Masculinity ->managerial level	0.542***	6.520	0.000	1.106
H ₅ : Work-family conflict ->managerial level	-0.165	1.469	0.147	1.106

p<0.05; *p<0.01

Average Variance Extracted (AVE) is >0.5 (Yap *et al.*, 2012). As you can see in the measurement model, a portion of the connections in the reflective measurement constructs have high factor loadings (the smallest loading has a value of 0.560). Regarding, Hair *et al.* (2010) Variable Inflation Factor (VIF) might be <3. As you see in Table 2, all calculated VIF's range from 1.13-2.93.

The discriminant validity was also tested for using the (Fornell and Larcker, 1981) by which the mean inconsistency mutual between measure of each reflective construct should be higher as compared to the inconsistency mutual between constructs and further constructs (Fornell and Larcker, 1981). Table 3 exhibits the connection for each construct which is even less than the square root of the AVE by the indicators measuring that construct, indicating adequate discriminant validity. This table also shows that male-dominated culture (r = 0.618) and managerial level (r = 0.593) are positively associated with masculinity. It means that female employees in upper managerial positions who work in a male-dominated culture show more masculine personalities. Moreover, the results of correlation matrix indicate that satisfied female managers are kept occupied in the research and therefore have more challenges with work-family conflict (r = 0.599).

Structural model, the next model to be tested was the structural model. Table 4 manifests the outcomes and the estimated model in PLS algorithm is presented in Fig. 1. The R² values ranging from 0.065-0.377 suggested that the modelled variables are capable of explaining 6.5-38% of the variance of the dependent variables. Nevertheless, the R² value associated with the endogenous latent variable salary is so low being equal to 0.065. Ringle *et al.* (2015) consider this value as a low level for a PLS Path Model. An R² value of 0.203 for satisfaction must be considered as unsatisfactory and could be utilized as the primary indication of conceivable in

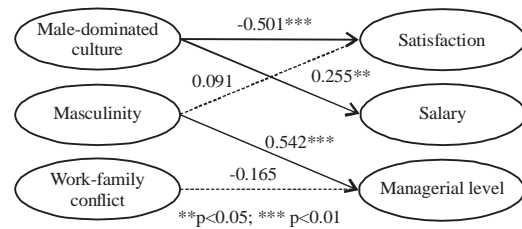


Fig. 1: Structural model with estimated standard path coefficients

unobserved heterogeneity in the data. This statement is not valuable for managerial level as the R² for that is 0.377.

PLS Path modeling does not have an all-around distinguished worldwide streamlining standard, so that, there is no worldwide fitting capacity to evaluate the decency of the model. Furthermore, it is a variance-based model strongly oriented to prediction. Thus, model validation mainly focuses on the model predictive capability. According to PLS, the overall model needs to be validated. That is why, PLS Path modelling provides Goodness of Fit (GoF) index (Esposito *et al.*, 2010) which is 0.191 in this study.

According to the global model results presented in Table 4, male-dominated culture is the most significant suppressive for satisfaction with a coefficient path equal to -0.501 (p = 0.000). Expectedly, salary is driven by Organizational culture as the male-dominated culture meaningfully affects the salary with a path coefficient of 0.255 (p = 0.018). The effect of the external dormant variable masculinity on satisfaction is positive (0.091) but insignificant (p = 0.502). Masculinity's effect on managerial level is significant with a coefficient equal to 0.542 (p = 0.000). Finally, the work-family conflict doesn't affect the managerial level, because the p>0.05 (0.147). In the next study, we discuss results to make a conclusion, based on literature and hypothesis testing.

Coming to realize the success of their gender, women are highly motivated for perseverance. Looking at a broad perspective, determination of the women's success factors will pave the way for economic and social developments of the Middle East countries. And in a narrower context, managers may be able to improve the organizations by facilitating stronger participation of women for progress and financial growth. This study aims to advance knowledge in the area of gender in management. In this regard, 204 women managers from office units of the Ministry of Education in Tehran participated in the survey and the PLS approach was used to analyse the data. While a composite of factors largely affects the female career prosperity, the Organizational factor seems to be more important than an individual one. We are going to discuss and address some practical implications related to this finding.

On the Organizational level, considering the first and second hypothesis, it can be said that the male-dominated culture with the greatest negative impact on satisfaction of female managers and a positive effect on income level is the most important factor addressed in this study. These findings support the Tokenism theory and are in line with Mirkamali and Nastizaye (2009). They indicate that family, Organizational and socio-cultural barriers play an important role in preventing women from getting middle and top management posts in the Ministry of Education, while individual's psychological and communication barriers have no significant effect on the Organizational level of women in the organization. In this regard, we come to a conclusion that in an organization such as Ministry of Education which has the greatest number of female employees (even in managerial levels), individuals may still feel the culture male-dominated. This finding shows that Rowley (2013) definition which says; "Male-dominated culture refers to a corporate culture where over 85% of employees are male" is not acceptable in all societies. Iranian society is changing from male dominance to gender equality but as men are still the main responsible people for family finance as a signal of gender salary gap (Pucheta-Martinez and Bel-Oms, 2014), their financial expectation is higher than women. Because of gentle features, women working in a male-dominated organization don't feel so satisfied but at the same time, they gain more money besides men. In line with these findings, there is some evidence (Young *et al.*, 2014) that increases in salary are directly associated with decreases in satisfaction. So, it's important for women to cost-benefit between the money they gain and dissatisfaction they feel and human resource managers modify the male-dominated culture to increase the satisfaction and so, the efficiency of female employees.

On a personal perspective as proved in the third hypothesis, the masculine character of female managers has no significant impact on their satisfaction. Moreover, we found in correlation matrix that the presence of

masculine women in male-dominated units is much more (as the relationship between masculinity and male-dominated culture was high). We expect that masculine women would have better feelings in a male-dominated culture; a moderating role that needs to be investigated in further research. As observed in the fifth hypothesis, the conflict between work and family has significant but weak negative impact on women's managerial level. Therefore, women who intend to climb the ladder of success with respect to Organizational management should pay special attention to their familial issues and manage family affairs. They should deal with the issues in the family atmosphere properly so that they can work in the workplace with more peace of mind and promote to better managerial positions. In a reflective conclusion, women who participate in higher levels of management are especially, skilled in the control and management of conflict between the family and work. So, a high level of conflict management in female executives indicates their ambidexterity in the family and work role-playing. These skills can be identified in further research and be proposed to organizations for employee empowerment.

CONCLUSION

According to another finding, it seems that like other countries, there is a positive significant relationship between developing a masculine character and women's managerial level. It can be inferred that women in Iran need to grow a masculine character, even in an organization that has the most number of female managers. Although, in our opinion, this is a sign of Ineffective Social Development (ISD) because when a woman tries to behave in accordance with male rules, she is contrarily authorized for disregarding her own female generalization. Although, leadership is changing and many feminine characteristics are becoming more appreciated (Lahti, 2013). If women are given the opportunity to make a decision, they would most likely have a progressively positive perspective on the association's outward concentration when contrasted with men. So, organizations can use recruitment process development as an effective way to have more women in their management structures (Lahti, 2013). We believe that in general, women don't need to change their characteristics toward masculinity to succeed in a career but they have to grow up their own management style self-confidently. There are a number of cases that researchers may choose for identification of such management style components.

LIMITATIONS

Finally, there were certain limitations to survey among female managers in the Department of Education. Accordingly, it is recommended that a similar study with

a higher number of samples to be carried out for all employees, not simply the managers. In the present study, the population consisted of female managers which excludes a comparative study between men and women. It is thus, suggested that further research is done by collecting data from both genders and examine the moderating role of gender in the model.

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