

A MODEL FOR THE ELABORATION OF PROMOTION BARRIERS OF WOMEN TO MANAGERIAL POSITIONS WITH A QUALITATIVE APPROACH BASED ON THE DATA-BASED (CASE STUDY: GOVERNMENTAL ORGANIZATIONS IN HASHTROOD COUNTY)

Belal PANAHI ¹, Marym GHAFFARZADEH ^{2*}

¹ Assistant professor, Department of Public Management and Tourism, Faculty of Management, Economics and accounting, Payame Noor University (PNU), Iran.

² Master student, Department of Public Management and Tourism, Faculty of Management, Economics and accounting, Payame Noor University (PNU), Iran.

***Corresponding Author:**

Email: m.ghaffarzadeh072@gmail.com

ABSTRACT

The purpose of this study is to present a model to identify barriers to promotion of women to managerial positions in government agencies in Hashtrood. Due to the use of this manpower to develop and maintain women in the lower posts and not to grow them in the higher posts, we find some kind of lesion. The main strategy of the present study is the fundamental data theory. Purposeful sampling method was used for data collection and interviews with experts. An eight-person sample was used to examine barriers to promoting women to managerial positions. In the present study, the resulting data were analyzed using grounded theory or grounded theory, and the data were analyzed in a three-step process that included: Open coding with 185 concepts; Axial coding has 27 components and selective coding has 18 items that finally identified the five main dimensions. The findings of the study showed that the individual, organizational, family, political, and social barriers were the main factors related to the barriers facing women.

Keywords: managerial positions, promotion of women, fundamental data theory

INTRODUCTION

One of the most fundamental purposes of the nations and governments is to establish the development in all the economic and non- economic dimensions and the women play a most significant role in this regard. The results of studies also reveal that the women have played important role in all the past periods and human history. Furthermore, one of the most important and valuable competitive resources for the developing countries is their manpower. If the developing countries can develop their manpower, they can compete with the developed and industrial countries. If the women's requirements be provided for their development and based on their talent, they can act formally or informally as an important resource and capital in the developing countries. The experts and clear-sighted individuals agree that nowadays, the manpower plays a fundamental role in the development of the communities. The amount of use of the manpower's talent would be useful for the development of communities. With regard to the use of this manpower or the development and use of the women in the inferior jobs and their non- promotion to a higher position, we perceive a deficiency known as glass ceiling (Morrison & Yon Glinow, 1995); while it is of special importance to consider the women as a significant section of the manpower (Cortis and Cassar, 2001) and it is necessary to empower them for

appropriate promotion. Furthermore, the results of studies indicate that lower level of remuneration is often appropriated to the women in comparison to the men and a bias has been created in the allocation of promotion opportunities. In addition, the women's work status is affected by the women's personality systems and other political, social, economic and cultural factors (Abdollahi, 1994). On the other side, the mothering and marital role has been the most important challenging barrier for the employed women.

Furthermore, the men and women's uncertainty about the acceptance of new roles is the reason of lethargy in the procedure of changing the norms. On the other side, the women cannot obtain the desired success and development in outside work due to lack of sufficient supports of the family and lack of correct consistency and arrangement of the roles related to the home and outside work. There are some incorrect beliefs in the society about the women's employment outside the home like: the women cannot manage the significant and sensitive posts; they behave emotionally; they are physically weak and so on. The more traditional the society, the more severe these beliefs. These beliefs lead to the limitation of women's responsibility to inside the home and parenting and their talent is neglected. Following this negligence of women's talent, in most of the conditions, the men have been prioritized for the occupation of management and higher posts. The findings obtained from the studies in most of the countries indicate that there is still no appropriate standard and balance between the total number of employed women and the women who act on the managing posts (Kajbaf and Kazemi, 2008). This condition exists even in the developing countries in case of employed women, in such a way that the statistics in United States show that only 6 percent of the managing directors have been female and it has been increased only one percent during twenty years (Catalysts, 2001). The statistics evaluated in different years about the women's employment in Iran indicate that a higher percent of the women act in the finance and economic affairs, research and technology affairs, education, health and treatment and medical training and this is indicative of the women's presentation in different careers and the career adaptability in the organizations in Iran (Babayi Zaklili, 2007). Meanwhile, the women's employment and their development has not still a proper status and the bias is created in the assignment of managing posts. In this regard, the present research aims to recognize the barriers of women's promotion to managing posts in the state organizations and to present a model in this respect by applying a qualitative approach and grounded theory.

THEORETICAL FOUNDATIONS

The term "sex" has been used in different forms to help the individuals to study the aspects of working interactions between the men and women. This matter often has been attracted by the women to improve their social status and change the society viewpoints toward their status. In natural division of the organizations' manpower, the women knowingly or unknowingly are neglected and their development is regarded unimportant by other individuals and sometimes their access to the higher degrees is considered incredible and unsupportable. The organizations encounter many restrictions and barriers. The discrimination against women in different domains such as the occupational segregation, wage- emolument difference, sexual violence and the prevention of development of the women who think about the organizational managing posts, are usually prevented by the big barriers in inside and outside the organization and this sometimes discourage them; these big and typically intangible barriers are known as the glass ceiling in the research literature (Lammers and Gast, 2017, 23).



On one side, in most of the countries, the traditional beliefs and traditionalism- based norms are considered as an important barrier. The cultural and historical beliefs based on which the men are naturally superior than the women in most of the regions in the world, have caused partly the denegation and negligence of the women's efficiency in the researches done in different social domains specially in the promotion of organizational posts (Lammers and Gast, 2017, 24). Some of the researchers such as Wirth (2001) indicate that, in 41 percent of the world countries, the career statuses are at different levels that the women's participation is between %10 and less than %39. Although the women keep on their participation in the managing posts, but it developed slowly. It is very hard to achieve the global data for the evaluation of women in superior managing posts in the organization. However, the evidence reveal that the progress is very slow at these levels. For instance, of 500 members in the organizations in United States of America, only 14.7 percent of women acted in the board of directors, while 5.3 percent of women in France had the highest post (Schein, 2007). The international data indicate the gender gap in the managing posts specially in the biggest organizations of the world and 3 percent of the women are in charge of superior executive posts (Yukongdi and Benson, 2005). With regard to what was mentioned, it can be perceived that the level of employment of women is still lower than the men their unemployment is further and this proportion is observed more in the rural regions due to further traditionalism. The statistics related to all the women's employment in 1996 in Iran indicated that: 17.90, 1.2, 26.6 and 58.4 of the women were respectively employed, unemployed (job seeker), student and housewife; and 1.6 percent of them had income without working. 3.3 percent of the population have not been categorized in any of aforesaid groups and about 1 percent of them have not stated their status (statistical center of Iran, 1996).

The low proportion of women in the managing careers and also in the Islamic Consultative Assembly indicates that the women do not interfere considerably in the political decision-makings and determination of governmental policy. They are also absent in the central levels of executive management of the country (governorship, secretary deputy, deputy of unities and organizations). Lack of women's salient presentation in the great and central managing posts has caused the women not to achieve the lower decision- making cathedrals of executive managements and increase their share of political and executive decision- makings (2 percent) in the country. The study of women's literacy rate in Iran indicates that the women in Iran are educationally very different with the ones in developed countries, too; in such a way that it is 70.4 percent in Iran and 75.9 percent in the developed countries. This literacy rate is even less than the average literacy rate in the developing countries. Therefore, the shortage of women's technical skills and education can be one of the reasons of their absence in the managing posts (Jafarzadeh and Esfandiani, 2005). The employment as a social phenomenon is affected by different factors. The economic, political, legal, psychological and sociological factors influence somehow this phenomenon and its quality and quantity. In other words, every one of the aforesaid factors is effective on the attitude to employment and has determining effect on the amount of individual's tendencies toward the labor market. The employment is defined from five viewpoints:

1. Social viewpoint: doing some activities by the individual among a group of individuals for providing the material and spiritual requirements of the group.



2. Cultural viewpoint: the individual's consistency spiritually, physically and mentally with the outside opportunities and the manner of application of power obtained from that consistency.
3. Political viewpoint: to apply the specialist manpower including efficient and non- efficient ones for the consistency of government and to achieve the intended goals of the society.
4. Economic viewpoint: the manner of obtaining the intended quality and quantity and the use of equipment accessible for the organizations, recognition of demanded needs and styles, existing competition, technical methods, optimality in production and the grows and distribution of national income.
5. Managing viewpoint: use of individuals with regard to their aptitude and proficiency and based on their occupation in the expertize jobs and proper execution of works to achieve the organizational goals.

Generally, the employment means the individuals who like and able to do a work and want to get their material and spiritual needs and enjoy the equal career opportunities.

The economic growth, development of sciences and technology, expansion of population and urbanization can be of the important factors which are effective on the women's decision-making to be the workforce. All the factors of women's education, role of governments in economy and the change of viewpoints in the society have been effective on the women's employment. Making decision to be employed outside the home or staying at home depend on different factors which are studied as following.

Research literature

Esmailpour (2017), in a research titled "qualitative study of barriers of women's promotion and management", concluded that the limitations of women's promotion to the managing posts can be nearly removed by concentrating on the role requirements.

Maleki (2016), in a research titled "recognition of methods for removal of barriers of women's promotion in state organizations in tax affairs of Ghazvin city", concluded that there is a meaningful relationship between the establishment of organizational justice, existence of educational courses for getting managing skills, improvement of self- confidence, improvement of risk appetite, presentation in informal relationship networks, amount of women's participation in decision- makings and women's promotion.

1. Jahromi (2015), in a research titled "study of barriers of women's managing promotion from viewpoint of female managers in Shiraz city", revealed that from the female managers' viewpoint: the cultural barriers have the most average effect on the lack of their managing promotion.
2. The factors responsibility and patriarchy respectively in the dimensions of social and cultural barriers have the most average effect on the lack of managing promotion of the women.

Taghizadeh (2012) indicated in a research done for the recognition of barriers of promotion of the female employees of Islamic Azad University of Tabriz that the gender discrimination, inconsistency between the work and family, conflict between the culture and family, lack of



support of organization leader, lack of family support, relationships in working and glass ceiling are considered of the barriers of women's promotion to the managing posts.

Sidan (2008), in a research titled "family and women's occupational promotion", has studied the factors effective on the level of occupational promotion of the women employed in the state organizations of Oskou city with emphasize on the role of the family. The results of this study indicate that the women's occupational promotion in this city is at the average level and the family factors are effective more than the other factors on the non- promotion. The organizational factors has played no considerable role in this case.

Langan (2019), in a research titled "female managers and gender inequality", concluded that there is considerable gender gap between the professors and this gap decreases the commission of deputy post and managing posts.

Yousaf & Schmiede (2017), in a research titled "barriers of women's deputation in academic elevation and power appointments", concluded that there are some barriers in most cases that influence the women's occupational promotion.

Tur- Porcar et al. (2016) concluded in their study that the duties of family and the difficulties in the provision of credibility are the most fundamental factors related to the barriers with which the entrepreneur women have encounter.

Patwardhan & Mayya (2016), in a research titled "barriers of female managers' occupational promotion in five star hotel of India (hotels: gender viewpoint)" concluded that the most important barriers of female managers for the leadership positions in Indian five star hotels are: the family responsibilities, lack of solutions of flexible work and clichés.

Falahi et al. (2015) emphasize in their study that the number of women in the organizations in the past decades has been increased and is at the higher level and the management affects their job satisfaction which has direct relationship with the job positions.

RESEARCH METHODOLOGY

The present research is an applied qualitative study. The method used in this study has been based on the grounded theory which has been used for the recognition and extraction of elements and the presentation of conceptual model.

The research strategy in the qualitative section is the use of exploratory interview that the semi-structuralized interviews were done with the experts of this field in Hashtrud city for the determination of factors effective on the barriers of promotion to the managing posts (Aghazadeh et al., 2016). The statistic population of present research includes the eight successful female managers that the information has been collected by the open interview that the number of this sample was determined in the research process, since the information overload is more important than the number of studied individuals in the qualitative researches. It means that the researcher keep on the collection of data till the information collected from the participators be repetitive. Therefore, the grounded theory method is the main strategy applied in present study. This theory which is also known as the "derived from data theory" and "fundamental theory", is an interpretive research method (Glaser and Strauss, 1962, 41) and lets the researcher to formulate the new proposition and theory and not to content with the existing theories. For this reason, the propositions and theories are formed based on the real data. The data analysis is done in the grounded theory during a regular and continuous process of the data comparison and along finding the new elements (Farasatkah, 2009).



Research procedure

The codification is done for extracting the concepts from information obtained by the interview based on the grounded theory. The codification requires asking some questions and doing some comparisons. At first, the data are analyzed and categorized by asking some wh- questions and also questions about the manner and amount. To continue, the data are compared and the similar events are categorized with each other and a similar conceptual title is given to them. For primary codification, the data should be reviewed word- by- word and line- by- line. The primary version of every interview included huge amount of data which should be studied so that the titles related to the research be extracted. The similar words and subjects might be repeated during the interview; all of them should be taken into account and similar subjects should be categorized into a group. According to the grounded theory method, a title and label is assigned to every constituent. This title known as the concept or "code", should be representative of the concepts of the data content, in such a way that the reader and researcher perceive considerably the concept of the sentences by observing this tile or code (Miles and Huberman, 2001, 51). Next, the main center is the axial codification of the categories.

A set of concepts are categorized based on the axial of specific category that this process is known as the axial codification. In axial codification, the concepts and assigned codes are categorized in limited forms. Then, an appropriate title (element) is selected for every category that includes the content of all the concepts categorized into one group. Then, in the selective codification, the similar concepts and the common features of the elements obtained from the past stages are recognized and are organized in more general and limited categorizations based on their common features. Ultimately, the categories are purified by the selective codification and finally, the theoretical framework is formed by these processes. The mentioned pattern has been regarded in present research and its different steps have been respected.

After the first interview, all the expressed subjects were reviewed and the related subjects were primarily codified. A section of this codification was done in a writing notes and a section was categorized and codified in a vocal form by NVIVO8 software. Then, the second interview was done and the subjects related to the former codes were separated and the new stated subjects were codified with new codes. This procedure was applied in the next interviews until no new code was extracted from the stated subjects. Indeed, the subjects stated in the interview with every expert were recorded to be compared and adapted with the second member. Accordingly, a number of represented subjects were repetitive in the interviews of the later individuals. Therefore, the interviews done with the seventh and eighth individuals have not expressed new points. Ultimately, after the eighth interview, 185 primary codes were appropriated (that have been listed in the appendix). Then, the primary codes were categorized with the related subjects in terms of meaning and content. It is worth mentioning that the qualitative method of interview would be affected to some extent by the subjective opinions of the researchers. So, to avoid the personal intervention of the researchers directly on processing the primary codes, all the extracted codes and indexes were submitted in a conceptual framework to eight connoisseurs (the director and undertaker of Institute of the Intellectual Development, managers of public sectors of female schools, undertaker of radiology section of hospital and so on) and they were asked in interrogative form to express their opinions about all the categorizations existing in this framework (element- dimension- index). After the collection of key points and concepts, the categorized information have been represented in the table 3 titled the results of codification



based on the category, concept and secondary code. In selective codification, 18 elements with common features obtained from the former stages were recognized and categorized into five groups. Five main dimensions with their elements have been presented in table 1. The results of codification stages have been stated in the tables 2, 3 and 4.

Table 1: responders' descriptive information

Post	Sex	Education	Number
Female high school director	Female	M.S degree	2
Teacher and undertaker of institute of intellectual development	Female	B.S degree	1
Female seminary director	Female	M.S degree	1
Director of radiology section of hospital	Female	Associate's degree	1
Vocational school director	Female	B.S degree	1
Director of female guidance school	Female	B.S degree	2

Table 2: open codification

Data	Open codification concept
Women's matrimony	Matrimony
The children or partner's viewpoint about the women's employment	Family's viewpoint
Politician's viewpoint	Politician's attitude
Work rules	Written rules
Employers or managers' viewpoint	Importance of superior's viewpoint
Gender discrimination	Discrimination
Wage discrimination	Wage discrimination
The women's capability has been ignored and their competence has been regarded inferior.	Ignorance of capability and competence
Women's unbelief in their capability	Unbelief in him/herself
Attitude toward women as the second sex	Secondary priority of women
This viewpoint that the men act better than the women in the sensitive posts.	Attitude toward men's capability
Support by family, partner and child	Family support
Rules governing the society	Governing rules
Equality of rights between men and women	Lack of gender discrimination
Women's responsibility	Self- esteem
Increase of women's self- confidence	Women's self- confidence
Belief in women's competence	Meritocracy
Reformation of organizational culture	Reformation of culture
Women's sociability	Sociability
Having conventional personality	Conventional personality
Having high self- confidence	Self- confidence
Rejection of managing post by women due to housekeeping responsibility	Housekeeping responsibility
In some offices, the managing posts are nit delegated to the women.	Non- acceptability of women's ability
Lack of self- esteem in women, family and society	Lack of self- esteem



Women's maternity	Maternity responsibility
Women's physical inability since the management is time consuming	Physical weakness
The rumors are barrier and limitation.	Rumor in society
The partner's viewpoint that the woman's responsibility is only housekeeping and mothercraft.	Housekeeping and mothercraft responsibility
This viewpoint that the life is tainted by accepting the responsibility.	Issues related to family
Government's restraints	Governmental barriers
To allow the women to office the managing posts	To provide opportunity for the women
acculturalization and training women's responsibility	Responsibility training
Not to scare and to make effort to achieve the managing post	Lack of fear
Women's regularity, scrutiny and activity	Women's discipline
To do required expediencies in a best way	Execution of activity in a correct way
Unimportance of time and place and significance of doing work in a best way	Significance of doing work in a best way
Meditation to achieve the goal in a correct way	To achieve the goal
Some women have the required ability and interest but no responsibility is delegated to them.	Employer's viewpoint
Some women do not believe in themselves	Lack of self- esteem
The support by the partner so that she can remove the work barriers successfully.	Family support
Lack of work experience	Work experience
Lack of higher education	Education
Lack of sufficient determination and diligence	Determination and diligence
Lack of enough self- confidence	Self- confidence
Family and society nurture culture	Family nurture
Islamic society culture which can restrict the women.	Society culture
The employers can be barrier.	Employer's viewpoint
The families specially the religious ones don't like the managing posts were delegated to their child or partners.	Religious family's viewpoint
Gender influence	Gender factors
The expectance of God and Islamic society from the women is different.	Viewpoint of Islamic society
The individuals who have enough experience and proficiency	Experience and proficiency
An individual might not like to get the managing post.	Lack of interest
The individual interacts with the other persons in the society. So, the society might restrict or encourage her.	Effects of society
Recognition of capabilities endowed by God	Knowledge and self- belief
God has endowed the capacity to the women to manage the family and breed the children.	Recognition of capability
The individual should be responsible.	Responsibility



The individual should evaluate all the aspects and keep on the work with the diligence, loyalty an adequate self-confidence and joyful mood.	Adequate trust and diligence
Specification of the goal, the one which is expected be fulfilled by the female manager.	recognition of goal
The constrained women cannot attain the managing posts	Constraint
Islam religion does not admire the managing posts that involves the relationship with non- mahram individuals.	Viewpoint of Islam religion
To have excellent diligence and not to scare of limitations	Diligence and lack of fear
To pay enough expenditure	Payment of expenditure
The women have subtle physical body have their emotions do not accord with the heavy works.	Physical weakness
The women do not look for the heavy work.	Non- acceptance of heavy work
Some offices prioritize the men.	Priority of men
The women are very emotional and look at the issues from the emotional viewpoint.	Emotional viewpoint
The competitive aspect of the men is more than the women to attain the managing posts	Men's competitiveness
Parenting and infancy of child for two years	Maternity responsibility
Woman's inability for reciprocal contact	Lack of authority
Non- conformity of organizational post with woman's personality	Lack of conformity with the career
Lack of social experience to encounter with the public issues	Lack of experience
Lack of enough literacy	Lack of literacy
Family responsibility and limitations	Family issues
Women's low experience in this field in comparison to the men	Lack of experience
Lack of necessary requirements in society	Lack of necessary requirements
Some sexual characteristics of women	Sexual issues
Employees' noncompliance from the female superior	Lack of employees' support
Women's low trust in men	Lack of self- confidence
Non- comfortability of women in interaction with the personnel in comparison to the men	Non- sociability
The women are restricted in the personal interaction in comparison to the men.	Lack of authority
Having enough literacy	Enough literacy
Enough experience	Experience
Their education should has congruity with their job.	Congruity with job
The relationships have the most effect.	Effect of relationships
They should have enough authority.	Authority
The family should support them.	Family support
The management should be mainly innate and internal and then acquisitive.	Internal feature
The manager should have enough venture.	Venture



It should be accepted that the manager can support her staff as the director of that section.	Acceptance of ability
Most of the offices do not delegate the responsibility to the women.	Organization viewpoint
The housekeeping responsibility of women as a restrictor factor	Housekeeping responsibility
The women are physically weak for the heavy works.	Physical weakness
The women are temporally restricted by the parenting and conjugal life.	Temporal limitation
The cities cannot have managing posts due to the culture and their smallness.	Viewpoint of small city
Fundamental program of responsible authorities	Authorities; program
To look at the women from the gender viewpoint	Gender discrimination
Cultural support of them	Cultural weakness
Lack of women's presence in authorities' planning	Lack of women's presence in authorities' viewpoint
Weak points and removal of trust	Lack of trust in women
Self- misbelief	Self- misbelief
The imposed biased of the society that results from the cultural weakness.	Bias of society
To deprive the women of the courage and bravery	Divestment of bravery
Standard provisions and disciplines	Rules and disciplines
More appointments of men that this reduces the women's motivation and interest and the appropriate space for them.	Divestment of interest and motivation from the women
To act emotionally in the sensitive posts such as the judgment	Women's emotional behavior
Minority of women in organizations	Women's minority
Number of appointments in the regulations and circulars	Regulations and circulars
Women' self- belief	Self- misbelief
To include academic educations	Education
Consistency with work difficulties and barriers	Consistency with work difficulty
Personal skills in the intended work	Personal skill
Teamwork	Teamwork
Training skill, in addition to academic education	Training skill
Independence	Independence
Not to scare of the barriers	Lack of fear
Ability to encounter the changes	To encounter the changes
To create a balance between the life and work environment	Balance between life and work
To have an ideal viewpoint and long- term goals	Idealism
There observed to appropriate pattern; so, no motivation and interest ins created.	Lack of appropriate pattern
The women encounter a kind of disappointment in the society.	Disappointment in society
Official and regulative system of the civil service	Organization regulations



Women's marriage	Early marriage
Family and parenting and management of the family	Family responsibility
Husband's not to leave his wife to work	Partner's viewpoint
Viewpoint of the individual herself	Self- belief
The viewpoint of society in which the individuals lives.	Viewpoint of society and city
Woman's being dependent to the family and child	Being dependent to the family
Woman's belief in herself to attain the organizational post	Individual's belief in her ability
To do the task in a best way	Correct execution of work
The women should be taken into account in the society and management.	Consideration of women
The personal capability of the women should be taken into account.	Personal capability
To hold specific courses for the women	Participation in specific course
To hold specific classes and workshops for the women to be more social and attain the managing belief.	to hold courses
To have masculine characteristics	To have masculine characteristics
To have strong social relationships	Sociability
Husband's dissatisfaction	Husband's viewpoint
Thought of inability in doing work	Self- misbelief
They have ability in some works but no post is delegated to them.	Not to delegate responsibility
Girls' early marriage	Early marriage
They don't have enough self- confidence and diligence.	Lack of self- confidence and diligence
The women's emotions that they worry about their family.	Emotionality and being worry about family
Gender discrimination	Gender discrimination
Putting pressure by the family	Family pressure
Being time consuming of the managing posts	Being time consuming of the management
Lack of social support	Lack of social support
Family issues	Family issues
Gender inequality	Gender inequality
Lack of equal opportunities for women	Lack of equal opportunities
Patriarchic society	Patriarchy
Lower- level look at the women in the selection of managing posts in the organizations	Lower- level look at women
Being affected by the family issues	Family issues
Determination of the individual herself	Individual's determination
She should organize the section she manages in a best way.	Organization in a best way
She should have the power of decision making in the work environment.	Decision- making power
She should have the power of delegation.	Delegation power



Education and participation in the courses of increase of self- confidence and diligence	Education and participation in the courses
She should have enough energy and determination.	Energy and determination
She should be responsible.	Responsibility
To have the life skill and being a useful citizen	Skill of life and usefulness
The men are preferred because they can work much time for their organization.	Preference of men
The women train the human beings and can build the society.	Being human- trainer of the women
Paying attention to meritocracy	Meritocracy
Non- trust in women in the society	Society non- trust
Traditional biases and attitudes	Bias and traditional society
Gender discrimination	Gender discrimination
Early marriage of the women	Early marriage
Women's having two jobs, i.e. housekeeping	Women's having two jobs
Not to believe in herself and have lower self- confidence	Self- misbelief
Not to be able to activate her potential ability	To activate the ability
The relationship has the most effect.	Governing relationships
To have education	Education
Independence of the individual herself	Independence
Determination and power in management	Managing determination and power
To improve the ability and skill of women who want to be delegated in managing posts.	To improve the women's ability and skill
To nurture their skill	Skill nurture
Individual's awareness of her confidence	Self- confidence
Lack of meritocracy	Lack of meritocracy
The suggestions are presented by the governors and the regulation deprive the women of the decision- makings	Governor's decision- making
The governors decide about the use of women's potential abilities.	Governors' viewpoint
To allow the women to be used in managing posts	To allow the women to do a work
Gender discrimination	Gender discrimination
The society bias about the women's presentation specially the traditional society and cultural biases	Biases of traditional society
Having two jobs as the society norm and reason of receding from the political issues	Women's having two jobs

Table 3: axial codification

Codes (concepts)	Elements
Matrimony + maternity responsibility+ maternity and parenting responsibility+ maternity responsibility+ housekeeping responsibility+ early marriage+ early marriage+ women's having two job+ being human- trainer of the women	Marriage and parenting
Conventional personality+ lack of authority+ lack of employees' support+ lack of authority+ authority+ bravery+ having masculine characteristics	Lack of authority

Family attitude+ family support+ housekeeping responsibility + family issues+ family support+ family nurture+ religious family viewpoint+ family support+ family issues+ balance between life and work+ family responsibility+ dependence to family+ partner's viewpoint+ family issues+ family pressure+ husband's viewpoint	Family issues and husband's viewpoint
Being independent + independence	Lack of dependence
Politicians' attitude+ governmental barriers+ authorities' program+ lack of women's presence in authorities' viewpoint+ authorities' decision- making+ authorities' attitude	Politicians' viewpoint and gap in their planning
Lack of interest+ lack of congruity with the career+ congruity with the career	Lack of congruity with the career
Determination and diligence+ responsibility+ determination of the individual herself+ determination and power+ responsibility+ determination and managing power	Lack of determination and diligence
Written rules+ governing rules+ rules and standards+ regulations and circulars	Written rules
Temporal limitation+ being time consuming of the management	being time consuming of the management
Work experience+ education+ experience and proficiency+ lack of experience+ lack of literacy+ low experience+ enough literacy+ experience+ education+ personal skill+ personal competence+ life skill and usefulness	Lack of experience and proficiency and skill
Importance of the superior's attitude+ employers' viewpoint+ employer's viewpoint+ organization viewpoint+ organization regulations+ responsibility non- delegation+ low- level look at the woman	Attitude and organization regulation
Physical weakness+ physical weakness+ internal feature+ physical weakness	Women's physical weakness
Responsibility education+ to spend expenditure+ teamwork+ skill learning+ participation in specific courses+ to hold the courses+ education and presentation in the courses+ women's high ability and skill+ to improve skill	Lack of education and skill improvement
Discrimination+ discrimination of rights+ lack of gender discrimination+ gender factors+ sexual issues+ gender discrimination+ gender discrimination+ gender inequality+ lack of equal opportunity+ gender discrimination+ gender discrimination	Gender discrimination
Attitude toward men's ability+ secondary priority of women+ prioritization of men+ preference of men+ patriarchy+ patriarchy+ men's competitiveness	Patriarchy
Doing activity in an appropriate way+ significance of doing work in a correct way+ organization in a best way+ to achieve the goal+ recognition of goal+ to encounter the changes+ idealism+ correct doing of work+ organization in a best way+ to activate the ability+ decision- making power+ delegation power+ women's regularity	Unimportance of doing work in a best way



Ignorance of capability and proficiency+ meritocracy+ non- acceptance of women's ability+ lack of trust in women+ divestment of courage and bravery+ divestment of interest and motivation from the women+ meritocracy+ non- meritocracy	Non-meritocracy
Effect of relationships+ governing rules	Relationships
Women's self- confidence+ self- confidence+ lack of self- confidence+ self- confidence+ lack of trust and diligence+ self- confidence+ non- acceptance of heavy work+ consistency with work hardness+ recognition of abilities+ enough trust and diligence	Lack of self- confidence
To provide opportunity for the women+ taking women into account+ to allow the women to do a work	Not to provide the opportunity for the women
Lack of belief in herself+ self- belief+ lack of belief in herself+ lack of belief in herself+ recognition and self- belief+ acceptance of ability+ lack of belief in herself + lack of belief in herself+ self- belief+ belief in her ability+ lack of belief in herself + lack of belief in herself	Lack of belief in herself
Lack of fear+ not to scare and diligence+ not to scare	Fear
Emotional viewpoint+ women's emotional behavior+ emotionality+ worrying about family	Women's emotional behavior
Culture reformation+ society rumors+ induction of wrong culture of housekeeping+ society culture+ Islamic society viewpoint+ effects of society+ Islam religion viewpoint+ lack of necessary requirements+ viewpoint of small city+ cultural weakness+ society bias+ disappointment in society+ viewpoint of society and city+ lack of society support+ society's mistrust+ bias and traditional society+ biases+ biases of traditional society	Culture and biases of society
Sociability+ dependence+ unsociability+ sociability	Unsociability
Women's minority+ lack of appropriate pattern	

Table 4: selective codification

Elements	Main dimensions
Lack of self- confidence (lack of authority, self- misbelief, fear)	Personal barriers
Lack of determination and diligence (unimportance of doing work in a best way)	
Emotional behavior	
Women's physical weakness and minority of pattern	
Lack of experience and proficiency and skill	
Unsociability	Social barriers
Culture and biases of society	
Patriarchy	Familial barriers
Marriage and parenting	
Family issues and partner's viewpoint	Political barriers
Politicians' viewpoint and gap in their planning	
Written rules	Organizational barriers
Lack of meritocracy	
Gender discrimination	



Not to provide opportunity for the women	
Relationships	
Lack of skill training	
Attitude and organizational regulations (being time consuming of the management, lack of congruity with the career)	

The categories, in comparison to what the concepts reveal, are more abstract and at the higher level; i.e. the combination and alignment of a number of concepts forms a category or class (Danayifard et al., 2004). With regard to the recognized concepts and the measurements related to them, the following table has been represented for the explanation of questions that can be used in future researches for collecting data from the managers.

Extracted conceptual model

According to the recognized concepts and items of every concept, the model represented in figure 1 can be used to indicate the barriers of women's promotion to the managing posts.

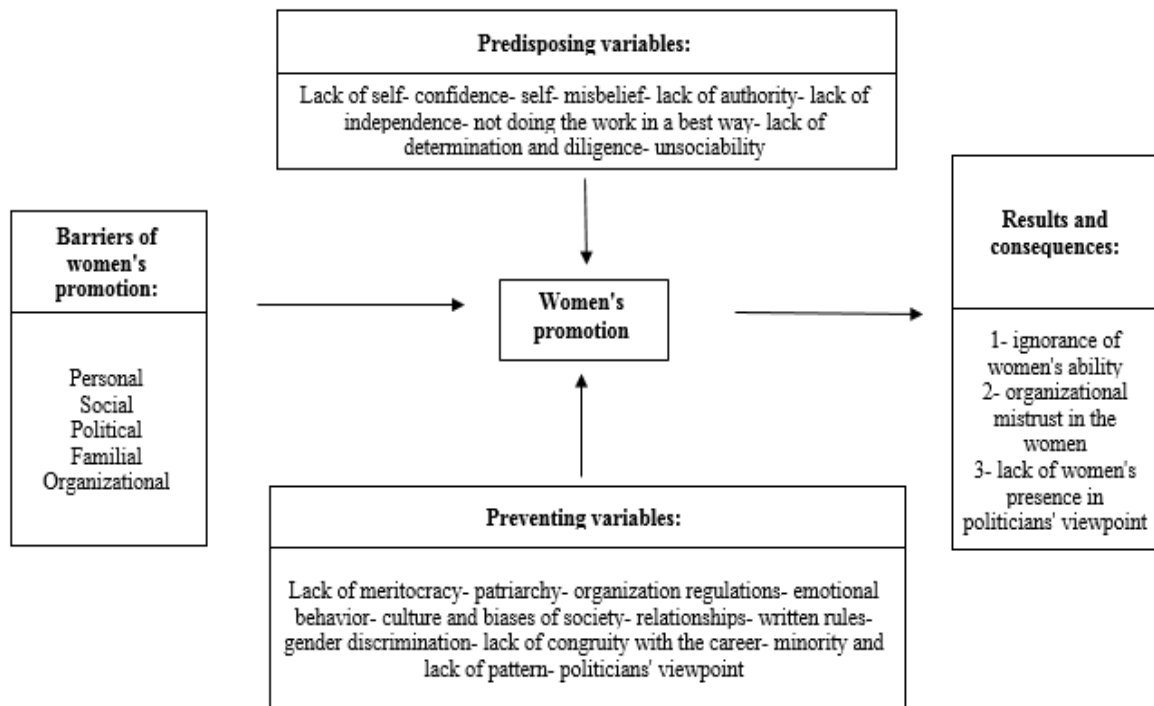


Figure 1: model of barriers of women's promotion to managing posts

DISCUSSION AND CONCLUSION

According to the women's presence along the men in the state organizations and their engagement in the organizational posts, by regarding the hierarchy and post promotion in the organizations, it is observable that the women's ability has been ignored and there is a kind of organizational mistrust in the women for the delegation of higher posts and this mistrust in the women's ability creates a kind of self- misbelief in the women that divests the determination

and diligence from the women and there is no clear evidence that the women could not achieve the posts like the men. Indeed, there is a gap of women's presence in the planning and viewpoint of the politicians. The women cannot attain the higher organizational posts due to different barriers.

The results obtained from the interviews revealed that the results of present research correspond to the research of Sidan (2008) that knows the familial factors more effective than the other ones. Kajbaf (2008) also has regarded the personal factors as the barriers of women's management and the cultural and social ones as the barriers of women's promotion. He also has considered the partners' viewpoint effective in this case that corresponds to the results of this study. Zaklili (2007) knows the sufficient opportunity for the development as the most important studied working requirement that this finding corresponds to the research results, too. Abdollahi (2002) confirms the relationship between the variable of culture attitudes and women's physical features with the occupational non- promotion that corresponds to the obtained results. Furthermore, the results of studies done by Taghzadeh (2012) and Jahromi (2015) correspond to the results of present research. Maleki (2016) confirmed that there is meaningful relationship between the organizational justice and the existence of educational courses for the improvement of skill and self- confidence and risk appetite that corresponds to the results of this study. Esmailpour (2017), in his research, concluded that the limitations and barriers of the women's promotion to the managing posts can be removed with regard to the role requirements that this corresponds to the results of accomplished research. Tour- Porkar et al. (2016) regarded the family duties and validity- related problems as the main barriers that corresponds to the results of present research. Patwardhan & Mayya (2016) concluded that the further familial responsibilities of women in comparison to the men, lack of flexible solutions and clichés are the main barriers of the women that this results corresponds to the results of this study. Yousaf & Schmiede (2017) considered the personal, organizational to social factor of experience in the academy as the significant factors that corresponds to the results of this study. Falahi et al. (2015) concluded that the managers the job satisfaction of them has direct relationship with their position, have more efficiency and effectiveness and this research corresponds to the results of present study.

With regard to the research findings that was accomplished in the state organizations of Hashtrood city, five factors including the personal, social, political, familial and organizational barriers were recognized. These cases are the main factors related to the barriers of women's promotion to the higher posts and every one of these factors include some elements as following: personal barriers (lack of self- confidence, lack of determination and diligence, emotional behavior, women's physical weakness and minority of pattern, lack of experience and proficiency and skill, unsociability); social barriers (patriarchy, culture, biases of society); political barriers (written rules, politicians' viewpoint, gap in their planning); familial barriers (marriage and parenting, family issues and husband's viewpoint) and organizational barriers (lack of meritocracy, gender discrimination, non- provision of opportunity for the women, relationships, skill training) that we can overcome the limitations and barriers by taking these issues into account and the removal of barriers the women encounter and provision of opportunities for the women' s promotion and the biases of society can be removed by the appropriate acculturation and help the women to represent their abilities. A positive viewpoint can be created in the husband, children and family about the women's activity outside



the home by the deletion of patriarchy culture and provision of equal opportunities and creation of sense of responsibility in the women to participate in different social layers. The women's determination and diligence can be improved and support them by the introduction of successful women of the society and the women who attained the higher posts for the first time. Furthermore, in the interviews done in present research, it was referred to the organizational relationship that in some organizations, the promotion is done based on the relationships that the organizational development can be achieved by the deletion of these relationships and the execution of promotions based on the competencies and the meritocracy. The provision of flexible working hours, division of work, planning the maintenance of children, the elderlies and so on increase the proficiency and reduce the costs. In addition, the governments should provide equal opportunities for all the individuals. For this purpose, the government needs the help of the private sector. The novelty of present research was that the barriers of women's promotion to the managing posts was studied by the grounded theory for the first time. The variables and concepts extracted from the accomplished interviews are new and wide concepts. The other novelty of present research was testing the conceptual model extracted from the exploratory analysis resulted from the interview. However, the limitation of this study was that considerable number of female managers did not completely positive attitude toward the women's promotion in Iran due to existing political and economic factors. This caused some biases in them and affected their answers to the questions.

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