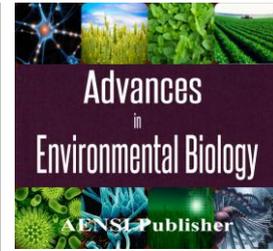




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# Analyzing Glass Ceiling Effect on Promoting Female Management Status in Sport Organizations

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### ABSTRACT

**Background:** The aim of this study was to analyze Glass Ceiling effect on promoting female management status as excellent manager in sport organizations. **Objective:** This research was a descriptive- correlation and was conducted in survey form. The statistical population of this research included all directors and experts of Isfahan Province sport organizations that were 450 subjects according to statistics provided by authentic centers. 207 subjects were chosen stratified randomly on the basis of Cohen's (2000) formula among statistical population. Research measuring tool was questionnaire of barriers to women's advancement to Guzman management status (2004) with reliability of 0.87. Statistical analysis was conducted using statistical software package of social sciences, version 19 in both descriptive and inferential levels ( $P \leq 0/05$ ). **Results:** The study results indicated that barriers such as gender, family support, conflict between work and family and leader support are effective on promoting women's status. **Conclusion:** In general, it must be noted that women are entitled to take advantage of opportunities for growth and excellence in organizations, provided that the barriers to be amended.

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## INTRODUCTION

Women constitute half of the society population and are grower of future generations. They are potential and important human resources in country's scientific, social and cultural development. Therefore, considering their occupational progress is necessary. The majority of women occupation is focused on jobs with non desired social basis and low income. Other occupations that need education and expert are delegated to women when men don't demand that post with equal requirements [8]. Although, in current community, the claim of genders equality in social and human rights are universally accepted, there is difference actually between its intellectual and implementation acceptance. Views and social values are patriarchal and unfortunately, they have effected on social and individual areas of society. Since discrimination, stereotype beliefs and prejudices have resulted in revealed evaluation of female ability. Socio- cultural limitations cause that not only women don't have tendency to some jobs, but also, managers don't employ them for special positions [7].

Realities show that women role has been ignored in society development [4]. In Iran, according to women tendency for education and occupation in governmental organizations, any injustice will effect negatively on half of the organizations' work resources. In general, misogyny is one of the problems that have effected on women and is a great barrier for their progress [1]. The majority of women occupation is focused on jobs with non desired social basis and low income [11]. Women in organizations have low roles and posts. USA Department of Labor reports indicate that occupied women consider psychological pressure as great problem; the most of the complaints are from women who have professional or management jobs [1].

If barriers for women achievement to higher jobs are removed, using women resources, community works, economic growth and organization efficiency will be changed [3]. Although, the dominant thought in society is that some occupations are special for women and some for men, and there is gender-oriented views on occupations, studies show that women occupation can be a positive and negative experience. Its positive effects include self-esteem, perceived efficacy, sense of dignity and life satisfaction and negative effects include role conflict of psychological stress, dissatisfaction with life, organizational and family stress and conflict [9].

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According to Roberto et al, women tend to lower occupations than men and some of differences are related to observed human factors including education, job and management experience [13]. Therefore, creating balance between expectations related to occupational and family roles may be mixed with fatigue, anxiety, psychological stress and anxiety and effect on mental health [9].

Researchers have named barriers for women achievement to management posts as Glass Ceiling. Glass Ceiling is a set of negative views and prejudice that prevent women and minority groups to progress from a determined level in organization. Glass Ceiling is a term used for describing barriers that authorities have invented against women. These barriers prevent women from access to equal opportunities in employment and legal [6]. Although, Safari and Forughi represent that Glass Ceiling has limited women from achieving management posts and women are declined more than men to get these posts [7], women have been historically in pots that were forced to repetitive works and to get low positions. Most of them in staff posts have been assistant director and have rarely been committed to hard works. Therefore, they have not obtained power in organizations, they have not interfered and influence in organizational decision makings. As it seems that future management is burdened by self- believed men and women, and self- belief is necessary for women in order to break Glass Ceiling [4], and although organizations general status shows that women are in lower levels and represents Glass Ceiling, different studies in different countries show that increased women in management pots is unbalances, since in organizational divisions, women are put aside and their progress is trivial for others and even access to higher posts is strange. The dominant belief is that women must be in margin and must not be at peak [12]. Reviewing Glass Ceiling term shows that this content implies on impervious barrier that prevents women promotion in most organizations without legal validity and based on no written rules. Glass Ceiling term is used when women are prevented from promoting to higher posts because of their gender [16]. In this approach, women are considered as being dominated by men, with no free will, as organizations are classified based on gender and one gender must accept that she will be dominated forever. Authentication of key posts is very complex for women and includes more variables [2]. Roberto represents that women tend to lower jobs than men and where men present; women activity will reduce [13]. Guzman and James concluded in their study that despite equality between women and men, they are not equal in terms of occupation and occupational posts. Gender discrimination at employment time, lack of suitable career for women, environmental factors, decline for hard work by women, housekeeping and family responsibilities for women and failure to comply with workplace are barriers to women's advancement in workplace [13]. Oconnor concluded in his study that female managers are more benevolent than men and consider organizational benefits [15]. Although, Qudarzi et al., represented that there is no difference between men and female managers in technical, conceptual and human skills [10] and also, Nazari and Nasri represented that women communicational skills are better than men in sport organization [14], but Safari believes that custody of children, managing the household and institutional factors of Glass Ceiling are among individual factors for women promotion in the case of management posts and women are prevented from achieving higher posts in organizations and there are false views, improper values and norms on women staff for accepting management roles. Women must empower themselves and makes themselves ready in order to recognizing new opportunities for participation in society and create new opportunities [7].

Analyses show shortage of skillful and expert female managers in organization, and if sport organizations use skillful and expert female managers in sport activities, it will result in country growth and development. It seems that increased rate of women in education and their presence in various positions of community, encounter them with problems and challenges that need research in this field. One of the main subjects in micro and macro planning is to consider human resources. Women sport was separated from men after Islamic Revolution of Iran according to women position, the women recognized their sport position and had impressive position in sport fields and this needs female management in sport organizations. But what is seen now is that women sport is dominated by men sport and women are not considered in organizations. Although, female managers and experts in sport field are not less than men academically and professionally, men are impressive in sport environments than women, however there are no legal and organizational barriers for women. Apparently, the management place of women is determined in organizations but, a small percentage of important sport organizations are managed by women. According to women place in sport and increased rate of women in management fields, and according to the fact that studies in this case are less, researchers try to study the role and effect of Glass Ceiling of female position promotion to high levels in sport organizations.

#### *Methodology:*

This research is functional in terms of aim and is descriptive- correlation. The statistical population of this research included all directors of Isfahan Province sport organizations. The statistical population size was 450 subjects according to statistics provided by staffing and recruiting of sport organizations. Statistical sample of study was chosen stratified randomly among statistical population and 207 subjects were chosen as sample size on the basis of Cohen's formula with allowable error of (0.05). Research measuring tool was questionnaire of barriers to female's advancement to Guzman management status. This questionnaire included 48 items. For each

response in Likert system, 1 to 5 (highly agree to highly disagree) is given. Questionnaire included five components: gender stereotype and discrimination, work and family, leadership support, labor relations, management barriers. Firstly, the initial questionnaire was prepared; it was given to 10 physical education teachers in management and planning and asked them to express their opinions on face and content validity. Test-retest and Cronbach Alpha test were used in order to confirm the reliability of directors' classification questionnaire. The alpha was equal to 0.87. Statistical methods; data analysis was done in two descriptive inferential levels. Statistical analysis was conducted using statistical software package of social sciences, version 19 with confidence level of 95%. Kolmogorov Smirnov tests, Levin t, multiple regressions, Structural Equation Modeling (SEM) that was a comprehensive statistical approach to test hypotheses about the relationships between variables, were used. Factor analysis was verified through this approach and latent and observed variables.

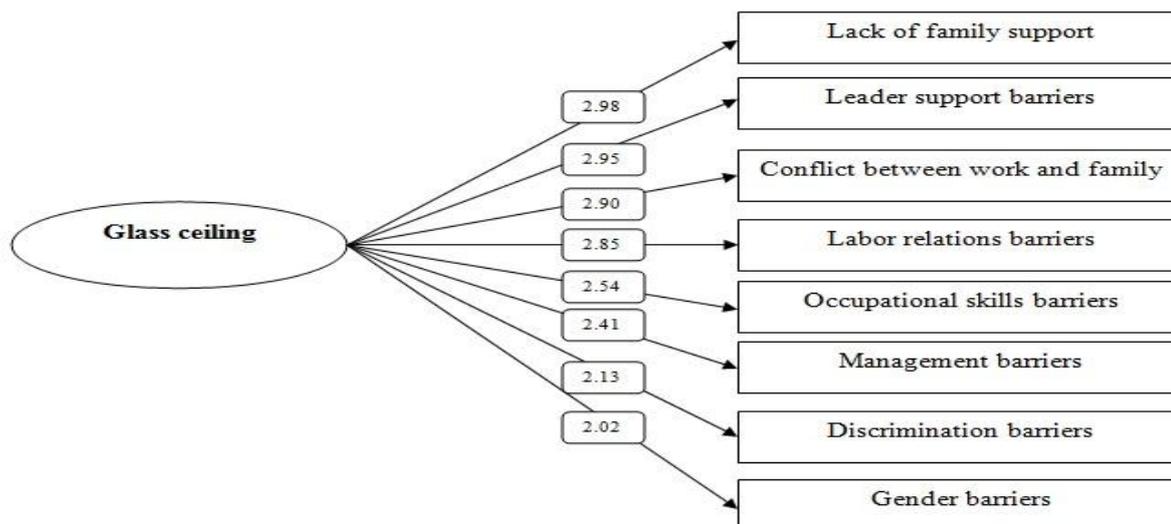
**Results:**

In descriptive statistics we must mention that: married people and single people constituted 73% and 19% of sample size, respectively. People from 31 to 42 years old (maximum) and people over 50 years old (minimum) constituted 42 and 10 percent of sample size, respectively. In education, the maximum observed rate was related to BA with 42% and the minimum rate was related to PhD with less than 1 percent. In inferential statistics: before examining study hypotheses, firstly, Kolmogorov Smirnov test was used for sample normality and then Levin t was used for homogeneity of variance ( $p \leq 0.05$ ). Statistical sample followed from normal distribution and variables had homogeneity of variance according to results.

**Table 1:** one sample t test for comparing Glass Ceiling components

Component	Mean	T statistic	Degrees of freedom	Significance level
Gender barriers	2.25	-8.11	119	0.001
Discrimination barriers	2.89	-1.73		0.086
Conflict between work and family	3.19	2.99		0.001
Leader support barriers	3.37	4.56		0.001
Lack of family support	3.73	11.46		0.001
Labor relations barriers	3.11	1.54		0.12
Occupational skills	2.96	-0.39		0.69
Management barriers	2.96	-0.58		0.56

According to table 1, as the significance level is less than 0.05, gender barriers, conflict between work and family, lack of family support, leader support barriers are effective on women presence as manager in sport organizations, labor relations barriers, occupational skills and management barriers are not effective on women presence as manager in sport organizations.



**Fig. 1:** relation diagram in terms of T Sobel

**Table 2:** study on predictive role of demographic variables in Glass Ceiling

F		T		bc	R2	R	
Sig	F	Sig	T				
0.24	4.46	0.001	5.99	2.24	0.21	0.45	Constant
		0.73	0.34	0.21			Age
		0.24	4.62	0.47			Gender
		0.09	-1.68	-0.21			Marital status
		0.07	1.82	0.09			Education level

Demographic variables are considered as moderating role of Glass Ceiling. According to table 2, as significance level of F statistics is higher than 0.05, therefore, demographic variables are not capable to predict Glass Ceiling effects on excellent management of women in sport organizations.

**Table 3:** Goodness scales of Glass Ceiling indices fitness in sport organizations

(NFI)	(AGFI)	(GFI)	RMSEA	P-Value	df	K2 Index
0.95	0.98	0.97	0.077	0.013	10	22.5

According to LISREL output, K2 is 22.5 that are high. The lower amount of this index shows the difference between content model and observed data. Also, output of 0.077 indicates RMSEA of model. The less this index, model will be more fitted. In other words, Glass Ceiling analysis factor has better fitness.

### Conclusion:

According to results obtained from sport manager and experts and based on Table 1 analyses we can say that gender is effective on non- presence of women as manager, this means that in some sport organizations, there is gender discrimination in selecting excellent managers. As gender discrimination conflicts with sport generosity spirit, it seems that we must make great changes in decision-makers views on selecting female managers who are responsible for manager selection. It seems that sport environment will disagree as it is patriarchal. Results of this section are consistent with results of Safari and Forughi [7] and Guzman who referred directly to gender discrimination in women promotion in management posts. We must note that being woman not only is not a barrier for management posts but also it has positive results as women have less occupational expectations and work with more self confidence and tend to assertion more than men. On the basis of analyzes, work relation and discrimination barriers are not effective on female management as sport manager. It seems that sport legal position in recent years has provided the requirement of female promotion in management, and drafting legal provisions in sport federation statute can be mentioned that considers vice president posts for women. The amount of women freedom in these posts creates new challenge. It seems that legal mechanisms control patriarchy approach in most of sport organizations. For this reason, discrimination variable is not effective factor on Glass Ceiling in terms of salary and benefits. The results of this study are consistent with Roberto finding who believes that if promotion conditions are provided for women, they will access to management posts. There is no difference between male and female managers in sport organizations in terms of salary and rewards, promotion opportunities, training and skills. As it was mentioned, preventive rules as effective and hidden factors must not be ignored in this section, since legal regulations and circulars have deprived decision-maker managers from discrimination and dominance of relations instead of rules in allocating organizational resources and benefits.

Another barrier as effective component of Glass Ceiling on female promotion in management is family support. The conflict between work and family is effective on female presence in excellent management posts. Results of study on the relationship between work and family on female management are consistent with Taleqani et al findings [8], Shahidi [6]. All researches consider family and individual barriers as the greatest factor for promoting women in management pots that are mentioned as conflict between work and family. Although, Zahedi [5] concluded that individual factors are not effective on female presence in management, most women according to their maternal and wife role in family are involved less in occupation and employed women accept less management posts because these roles based on Kortz may be in line with tiredness, worry and anxiety and effect negatively on women psychological health. Then, we can understand that the conflict between work and family effects positively on non promotion of women in management. We must consider that customs, traditions and cultural and social beliefs of Iran are effective factors in this variable, as it seems that maternal and wife roles are female priorities in effective individual, family and social interactions.

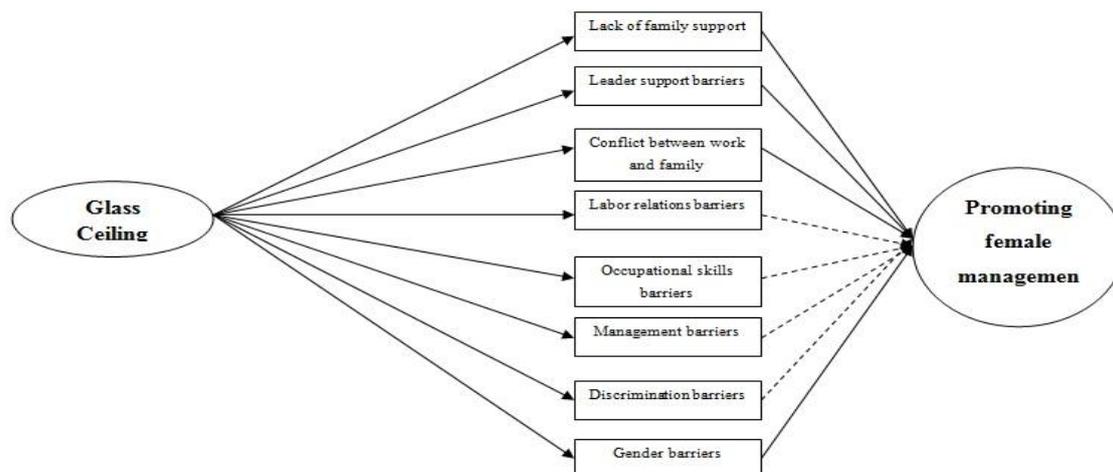
According to results obtained from sport manager and experts, leader support barrier is effective on non-presence of women as manager in sport organizations. Study results were consistent with Safari and Forughi [7] results, as they mentioned that leadership and management approaches and fear of failure are important factors that result in leaders doubt in supporting women as managers, but are inconsistent with Ocannoo results where he believes that female managers are more benevolent than male and consider organizational benefits. As mentioned previously, Kortz presented where men are more dominant, female activity will decrease, and then we can understand that organizational conditions are so that women will be more isolated because subordinates

are not supported. It seems that patriarchy thinking in sport field is effective on managers and directors' view, however this approach may return somewhat to result-oriented and Machiavelli spirit of sport, because leaders tend to succeed and it is no matter how this victory is provided for them, therefore they will be declined to venture and providing software substructure of power distribution between male and female.

According to table 1 results, occupational skills are not effective on non- presence of women as excellent manager in sport organizations. Results of current study is inconsistent with results of Roberto who represented that women tend for lower level jobs because of their less occupational skills, but they are consistent with Hasanzade and Heshmati [4] results who represented that on non- presence of women as excellent manager is not due to their less occupational skills, but is due to the fact that men have tried to put them aside. It seems that non-presence of women as excellent manager is beyond female occupational skills, since women will increase men trust on them by improving their occupational skills. Social progress is dependent on using specialties. It seems that adopting scientific strategies and necessary planning and facilitating entrance requirements for presence and survival of women in society as half of population is considered.

Management barriers are not effective components of Glass Ceiling on non- presence of women as excellent manager. Results of this study are inconsistent with Safarin and Forughi results [7] that considered management skills as barriers of female promotion in management responsibilities, but are consistent with Qudarzi et al results who did not consider difference between female and male managers of sport organizations in terms of technical, perceptual and human skills and results of Nazari and Safari who described female communication relations higher than men. The, we can understand that women like men have adequate opportunity to update their management skills and their management skill level is so that they can allocate excellent management positions in sport organizations.

According to results, prioritization of Glass Ceiling components as effective factors on promotion of female management in sport organizations are as below: lack of family support, leader support barriers, conflict between work and family, labor relations barriers, occupational skills, discrimination barriers and finally gender barriers. Among eight variables, only four variables of gender, lack of family support, conflict between work and family and leader support barriers directly and four variables of labor relations, occupational skills, management and discrimination barriers indirectly effect on promotion of female management position in sport organizations.



**Fig. 2:** Effective components of Glass Ceiling on promoting female management status in sport organizations

In general we can say that gender barrier results in non- promotion of females in organizations and being a woman is a factor that creates negative view, as women are emotional and cannot work with stress and cannot be manager. This view of women effects on their performance in organization. The conflict between work and family is another barrier that effects on female management. Women are usually reluctant to work after marriage and leave their work, since they have important role of being wife and mother despite their task in organization. As Glass Ceiling is metaphor, these barriers are obstacles for promoting female status as management despite their abilities and capabilities. In most countries, according to development process, the belief is that the main role is given to human capital besides other resources and financial capital. Women as significant portion of population are worthy of take benefit of opportunities for growth and excellence and can be manager in organizations and must be considered important. In general, planners must recognize these Glass Ceiling barriers as effective barriers on human resource promotion and use women in sport organizations

according to competencies and capabilities of human resources and without paying attention to negative and false beliefs on women.

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