

# The Social-Cultural Factors that Affect the Mentality of Glass Ceiling in Women Who Working in Municipality and the Related Office in Tehran in 2015

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**Abstract:** The main objective of this research is to study the social-cultural factors that affect the mentality of glass ceiling in women who working in municipality and the related office in Tehran in 2015. In this research, equality theories, poverty alleviation, empowerment, Braman theories, etc. are used. The population of research consisted of the women who are working in municipality and the related offices in Tehran. We divided Tehran to 4 districts, north, south, east, and west. 100 employed women were selected randomly and systematically in each block, and totally, 400 employed women were selected and tested. Then, the answers and results of research were analyzed statistically. In this study, the document method was used that we studied the articles and conducted studies in this regard, in the survey method; the questionnaire was used that contains 28 questions. The personal, family, and behavioral indicators showed that there is a significant correlation between the variables such as age, education, nationality, work experience, type of job, use of media, traditional thinking, care children instead of administrative duties, feelings of women, lack of financial motivation, income, housing status, residential region, thought of masculine utilizing, flexibility by family responsibility, women's empowerment, threatening masculine jobs, values and norms related to the women's jobs, personalizing tasks, lower interaction with the managers and the mentality of the employed women's glass ceiling. Also, the correlation between age and belief of glass ceiling is negative and inverse, and the correlation between the education level and the belief of glass ceiling is positive and direct.

**Keywords:** Glass Ceiling, Organization, Employment, Women's Employment.

## Introduction

Today, by the growth of technology, machinery supplying goods and services, human force is very important as the most important assets of organization. The societies can use the human force as the best; they can be successful better and sooner. Moving in order to achieve economic and social development requires the participation of all members of society, women and men.

Although in recent years more women have participated in the labor market and have increased in terms of quantity, but in terms of quality and promotion to managerial levels, inequality can be seen. Women have few rights in the election for senior management and the political authorities. In organizations, there are two crucial factors: the

management is the most important factor in survival, growth, development or organizational death, and other people: who are the key operator of any type of organization. They are enabling the realization of the goals. In fact, the only organizational success directly depends on the effective use of human resources (Mirkamali & Nastizaei, 2009). If any organization ignores the human resources, of course, the organization will face serious problems that cannot be solved easily, as by the growth of technology, the organizations might think that the human resources can be replaced by technology, but it is wrong because every organization needs both male and female employees. Especially women are one of the most effective levers in development and social participation. One of the main problems faced by women, despite increasing levels of education is to raise the level of skills. In addition to the spirit of not believing in some women to abilities, the inequality in employment opportunities impede their access to managerial positions, especially at the macro level.

So that in the 1996 census, the number of male employers is 7 times more than the employed women. Although women make up half the population, women's share of total employment in the country in recent years has been less than 10% (Mirqafouri et al., 2006).

The latest statistics announced by the Statistical Center of Iran show that there is no significant difference between men's and women's economic participation rate in Iran, so that the rate is 72.9% for men and 18.5% for women. In the areas of management and decision-making, we can see more difficult the situation, so that only about 5.2 percent of managers are women. The top levels of management the reduced this rate to 1.4 per cent in the Director General and the Deputy device. Many believe that the condition of organization and the lack of beliefs of managers and male employees and female employees who are qualified in managerial abilities have been causing existing conditions.

The public opinion at the community level is due to the increase of university-educated women in the country (Mirkamali & Nastizaei, 2009). Finally, we would like to answer this question: what sociocultural factors affect the mentality of the glass ceiling for women employed municipality and its affiliated offices in Tehran in 2015? Women's participation in employment and strategies in Iran depends on several fundamental points. In this respect, considering the limitations and barriers to women's participation in the organization's activities is important. Part of the problems of women's employment is the development obstacles that are related to the structure of the country and partly non-development and non-structural obstacles to development. On barriers, social barriers, culture and economy can be raised and other barriers to the development and physiology of the female personality traits can be cited. These factors will be discussed.

## **Review of Literature**

### ***Employment and Women***

The phenomenon of women's employment has been focused since the beginning of social life. Sociology and social psychology experts look at it as the specializing aspect, and increase the quality and quantity of work has always been one of the topics of studies. Studies of Taylor and Gilbert are some of them. At that time, the bourgeoisie was in golden era and capital was human-centered in society, lack of labor unions, exploitation, exploitation and the army led to the spread of unemployment. The aim of leaders is to dominate in the production, leveraging even by accepting premature aging of employers until the conditions changed and people like Proudhon and Marx raised alienation.

They thought that working is part of human existence and it is not only as the goal of providing livelihood, but it is considered as the mental satisfaction.

### ***Glass Ceiling***

One of the fundamental issues about women in the workplace and related issues have been considered is the issue of promoting women to higher levels of management. In the explanation, it is called as "glass ceiling" phenomenon. After entering the women to the organizations along with the men, they start to grow and develop. Whatever they raise to the higher organizational level, their growth speed would be reduced, as the invisible factors impede them to achieve the top level organization. These invisible factors are called "glass ceiling". The so-called glass ceiling was used by Wall Street Journal for the first time in 1986 (Mirkamali & Nastizaei et al., 2009).

### ***Types of Glass Ceiling in Organization***

Three levels are considered for the glass ceiling in organizations. Any organization may not have all three levels. Organizations should be analyzed by considering themselves at these three levels.

The three levels are:

1. Training level: in the United States of America, women have been accepted in the training and will remain at this level for many years. One of the problems that exist at the level of training for women is the problem resulted by communication. For women who are in training, the combination of low status and problems of communication bring with certain problems (Alvani et al., 2001).

2. before the management level: The second level of the glass ceiling in career path is before the great management. This level includes pre-employment jobs that are the upper echelons of the organization. One of the problems that exist at this level and at this level strengthens the glass ceiling is the injustice gap based on gender; the other is recruitment strategies which consciously or unconsciously discriminate between men and women.

3. Alice in Wonderland: the third level of the glass ceiling is called the metaphor of "Alice in Wonderland". At this level, according to the abilities and qualifications of women, paths winding through and have reached high levels of an organization. The features of this level include a significant reduction in the number of female counterparts and the consequences of this are that women are more in sight (Seyed Javadein et al., 2007).

### Materials and Methods

A survey using a standardized questionnaire designed to measure a variety of scales. The purpose of the survey is that the main technique is interview and questionnaire. Of course, logic and strategy of survey method is descriptive exploratory that uses the different topics of interest to sample the target population. In this way, the parameters of population will be examined, and researcher with a sample that is representative of the community evaluates the variables and can reach from the description level to the explanation level by the instruments that have been tested already. The unit of analysis and observation in this research is the employed women in the Municipality and its related offices in Tehran.

The research aims to examine the social-cultural factors affecting the mentality of the glass ceiling for women; we explain this phenomenon after collecting data.

#### *Sample*

The study involved the employed women in the municipality and its dependent agencies in Tehran. The research aims to examine the social-cultural factors affecting the mentality of the glass ceiling for women that we explain this phenomenon after gathering information.

The study involved the employed women in the municipality and its dependent agencies in Tehran. According to the latest Statistics Department of Human Resources, Tehran Municipality's total employees are 59 thousand people, of which 9 thousand and 700 are women.

Since Tehran has various economic and demographic contexts and structures, if the visible sample is not taken, the results will be unreliable. Therefore, we divided Tehran to 4 districts, north, south, east, and west. 100 employed women were selected randomly and systematically in each block, and totally, 400 employed women were selected and tested. Then, the answers and results of research were analyzed statistically.

#### *Sampling Method*

Single-stage or multi-stage cluster sampling method that the latter was used. The number of female employees of government departments in Tehran was nearly 400 people which achieved almost 383 people by the formula of Cochran. Cochran is one of the most widely used methods for calculating sample size. Sample size using Cochran's formula requires that we know the population size:

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left( \frac{z^2 pq}{d^2} - 1 \right)}$$

**Data analysis**

To determine the relationship between the measured variables and measured indicators, statistical inference and hypothesis testing were examined in the study. Chi-square test, Student's t, regression, ANOVA, etc. were used in determining the relationship between concepts and variables.

**Validity and reliability study**

In this study, due to the standard questionnaires, validity was implicitly approved. Given that in this research, the Likert scale was used to measure social, cultural affecting the glass ceiling, the reliability and validity are so important. The range of glass ceiling includes 7 questions.

The results of pre-test with 19 questionnaires from the sample which are the results of SPSS software and Cronbach's method for measuring the validity of the figures suggest the following:

(Cronbach's alpha ranging questions about the glass ceiling = 0.80)

Since most of the statisticians believe if the value of this ratio is more than 0.65, measurement tools can measure the desired concept, and therefore, these can be used in this way. Otherwise, the results do not have the scientific validity. So in this range, Alpha equals 0.80, the measuring tool is suitable for measuring data.

**Results**

**Table 1.** Summary of model.

Model	Multiple correlation coefficient	Determinant coefficient	Adjusted coefficient of determination	Standard error
1	0.631a	0.398	0.360	0.61681

**Table 2.** Standardized regression coefficients and non-standard variables that are included in the model.

Model	Non-standard coefficient					
	B	Standard error	Standard coefficient Beta	t	Sig.	
1	Constant	3.906	0.469		8.335	0.000
	Age	-0.438	0.095	-0.393	-4.615	0.000
	degree of education	0.026	0.090	0.026	.286	0.775
	field	-0.363	0.074	-0.469	-4.924	0.000
	nationality	0.062	0.034	0.138	1.799	0.074
	Married	0.379	0.155	0.306	2.437	0.016
	loan repayment	-0.274	0.120	-0.218	-2.288	0.024
	Job Categories	0.313	0.076	0.303	4.125	0.000
	Background	-0.342	0.095	-0.273	-3.579	0.000
	Punishment and reward	-0.429	0.139	-0.232	-3.079	0.002

Criterion variable: glass ceiling

By Enter model, the significance between glass ceiling and family variables was achieved as follows: (0.360 square and adjusted R p <0.0005 and F=10.438).

Firstly, it is observed that this model justifies 0.36 percent of the changes in variance criterion variables (glass ceiling) by the above variables.

Secondly, among the variables of punishment and encouragement, there is a significant correlation between work experience, ethnicity, job categories, age, loan payments, education, and qualification, marital status as predictor variables and the dependent variable or criterion (the glass ceiling). The value of beta indicate that education level (-0.469) has the greatest impact on the glass ceiling.

**Table 3.** Table of one-way analysis of variance, regression.

	Model	Total square	df	Mean Squares	F	Sig.
1	Regression	35.739	9	3.971	10.438	0.000a
	Remaining	54.024	142	.3800		
	Total	89.763	151			
Predictor variables: punishment and reward, work experience, ethnicity, job categories, age, loan payments, education, qualification, marital status						
Criterion variable: glass ceiling						
Related to standardized coefficients and the regression						

**Table 4.** Summary of model.

Model	Multiple correlation coefficient	Determinant coefficient	Adjusted coefficient of determination	Standard error
1	0.759a	0.576	0.558	0.48436

**Table 5.** Table of one-way analysis of variance, regression.

	Model	Total square	df	Mean Squares	F	Sig.
1	Regression	52.052	7	7.436	31.697	0.000a
	Remaining	38.240	163	0.235		
	Total	90.292	170			
Predictor variables: Care of children, Care of children as a duty of woman, Opposing to work, Male working, Daily work at home, Managerial post, Patriarchal family						
Criterion variable: glass ceiling						

**Table 6.** Standardized regression coefficients and non-standard variables that are included in the model.

Model	Non-standard coefficient		Standard coefficient	t	Sig.	
	B	Standard error	Beta			
1	Constant	2.199	0.321		6.855	0.000
	Care of children	0.207	0.049	0.243	4.201	0.000
	Care of children as a duty of woman	0.276	0.063	0.263	4.390	0.000
	Opposing to work	-0.901	0.079	-0.700	-11.355	0.000
	Male working	0.264	0.081	0.209	3.278	0.001
	Daily work at home	0.058	0.069	0.058	0.848	0.398
	Managerial post	-0.076	0.057	-0.077	-1.338	0.183
	Patriarchal family	-0.238	0.089	-0.166	-2.670	0.008
Criterion variable: glass ceiling						

By Enter model, the significance between glass ceiling and family variables was achieved as follows: (0.558 square and adjusted R p <0.0005 and F=31.697).

Firstly, it is observed that this model justifies 55.8 percent of the changes in variance criterion variables (glass ceiling) by the above variables.

Secondly, among the variables of child care, there is a significant correlation between care of children as a woman's duty and opposed to working out, working men, working everyday house, post management, patriarchal family as predictor variables and the dependent variable or criterion (the glass ceiling) and opposed to working with the greatest impact on the dependent variable against the glass ceiling is -0.700. The amount is a significant level of 0.000. After that, the care of child as a woman's duty at 0.263, children care at 0.243 affect the dependent variable. Among the assumed variables, all are significant at a significance level of 0.000. There is a negative correlation between the opposition in working and the glass ceiling. Whatever the number of people who are opposed to work increases the belief of the glass ceiling is reduced.

Related to standardized coefficients and the regression

**Table 7.** Summary of model.

Model	Multiple correlation coefficient	Determinant coefficient	Adjusted coefficient of determination	Standard error
1	0.395a	0.156	0.140	0.64183

**Table 8.** Table of one-way analysis of variance, regression.

Model	Total squares	df	Mean squares	F	Sig.	
1	Regression	52.052	7	7.436	31.697	0.000a
	Remaining	38.240	163	0.235		
	Total	90.292	170			
Predictor variables: gender, leisure, virtual network, a feeling of helplessness, watching TV						
Criterion variable: glass ceiling						

**Table 9.** Standardized regression coefficients and non-standard variables that are included in the model.

		Non-standard coefficient		Standard coefficient	t	Sig.
		B	Standard error	Beta		
1	Constant	2.531	0.168		15.076	0.000
	Leisure time	-0.280	0.071	-0.332	-3.940	0.000
	Virtual network	0.169	0.042	0.252	4.000	0.000
	Watching movie	0.072	0.083	0.072	0.872	0.384
	A feeling of helplessness	-0.290	0.088	-0.250	-3.288	0.001
	Gender separation	0.027	0.074	0.027	0.366	0.715
Criterion variable: glass ceiling						

By Enter model, the significance between glass ceiling and behavioral variables was achieved as follows: (0.140 square and adjusted R p <0.0005 and F=31.697).

Firstly, it is observed that this model justifies 0.14 percent of the changes in variance criterion variables (glass ceiling) by the above variables.

Secondly, among the variables of gender separation, there is a significant correlation between leisure time, virtual network, helplessness feeling, and watching movie as the predictive variable and the depended variable (glass ceiling). The value of beta (-0.332) indicated that leisure time has the most effect on glass ceiling, there is a negative and inverse correlation between leisure time and glass ceiling. It means that whatever the leisure time increases, the belief of glass ceiling would be reduced.

## Discussion and Conclusion

As it was stated, we should pay more attention to this point that if the organizations are the main basis of current society, following, we should accept that humans are the main base of organizations. Obviously, it must be said that the humans run the organizations. Therefore, human resources are the most valuable element of organizations, they are organizational decisions and offer solutions, and finally, they solve organizational problems. They also realize productivity and efficiency. However, Humans whether men or women live in an area of formal and informal communities, they spend their time in the organizational environments. Naturally, considering their role, organizational relationships, particularly gender differences in organizations are highly important; this is a topic that is discussed in this thesis. It was stated that before the end of the nineteenth century, the importance of the human factor as the most important factor were not considered by the employers and managers, but nowadays all countries, particularly developed countries have known their fast growing development as the result of optimum use of the human factor, both women and men in organizations. In any organization, there are two crucial factors. Management is the most important factor in survival, growth, development or organizational death, and other factor is human forces that run any type of organization.

In fact, the success of organizations directly depends on the effective use of human resources whether women and men. It should be noted that until recently, the role of women and their glass ceiling in organizations were not so focused because the role of women and their glass ceiling as an important factor and one of the levers affecting the development and social participation were less noticeable. It was stated earlier that the phenomenon of women's lack of success in achieving higher levels of management is called "glass ceiling". In literature, it was observed that the glass ceiling metaphor frequently used to describe the barriers to women's access to top management levels. The theoretical framework for the study of the glass ceiling in the study, different approaches was used. Two important attitudes about this issue that women have no progress in the workplace. The view of person-oriented perspective and the perspective of cultural socialization process. In this thesis, a combination of both views has been used. The main objective of this research is to study social-cultural factors influencing mentality of glass ceiling for women employed municipality and its affiliated offices in Tehran. After collecting the views and utilizing statistical software for data analysis of research results show that some individual, social, and cultural factors affect this matter further.

Due to the problems of women working in different departments, especially the municipalities that were identified in this study. The following is remarkable:

1. Studies have shown non-married women and mothers in family environment would lead to comfort and psychological security for the family members that affect the development of community and this valuable activity is considered as the family social capital. Therefore, it is suggested that a team should be created to review the related challenges for the promotion of job and the presence of mothers in managerial level in all public and private offices.

2. Today, numerous studies have examined the status of women in management levels of employment and the role of women in development. Since in reviewing the factors affecting the socio-economic development of countries, considering the manpower is essential. Therefore, it is suggested that through in-service training programs in the field of women's abilities, the private classes should be held for male managers.

3. It is recommended that women with a history of taking on managerial jobs should be used, and modeling should be done in this context.

4. It is suggested that some of the financial and economic aid and organizational support related to compensation of weakness family should be considered, including providing compensation in the future (in terms of normal feet female staff) and pay it to the children or parents, after the death of the survivor's pensions, early retirement for women, increased pay and allowances nursery, children's rights female workers, including maternity leave period (6 months) in promotions, do teleworking, etc.

5. Unfortunately, structural problems both within the organization and outside the organization can be the serious obstacles and the key factor in the glass ceiling for women. In fact, the rule of patriarchal culture, common vision of the backwardness of women in society, weak legislation and supportive strategies for women, lack of counseling centers and special courts for violence against women, women's unfamiliarity with the rights and duties of law, economic need for women to men living expenses, misinterpretation of religious teachings, practices promote false, divorce and belief in the continuity of common life in every way possible, and so on institutionalized in our society today, and it seems that a mass-media campaign would be a solution. Therefore, it is recommended that the mass media coherently aimed the glass ceiling for women who are rooted in the culture to inform people. The role of national media is more important than other media.

#### **Conflict of interest**

The authors declare no conflict of interest

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