



NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

**“PERCEPTION TO WOMEN IN BUSINESS
(FOR UNDERGRADUATED BUSINESS STUDENTS IN UNIVERSITY)”**

MAN 400

GRADUATION PROJECT

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LEFKOŞA

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Abstract

Prejudices and stereotypical beliefs about the role of women in society often limit their chances of reaching top leadership positions. This study presents a detailed analysis of the perception to women in business over the undergraduated business students in university. Traditionally, the differences between men and women have been used as excuses to exclude females from certain jobs. For example, occupational segregation supposedly explains why men dominate managerial positions while women are often consigned to other occupations with lower pay, status, and responsibility.

Keywords: perception, attitudes to women

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CHAPTER I

INTRODUCTION

1.1 Introduction

This chapter introduces the broad problem area, problem definition, purpose of study and its questions.

1.2 Statement of the Topic

In recent years there has been increasing concern that gender bias has prevented women from advancing as rapidly and as frequently as men into management positions. Although the number of women managers has increased, they may experience difficulty moving into upper management positions (Hymnovitz & Schellhart, 1986). Since its beginnings in the early 1970s with the emergence of "women in management" (Henning & Jardim 1977), the study of women in management has become a well-recognized and important field. Institutional discourse of gender equality is commonly accepted, but men still continue achieve positions with more authority and higher rewards (Jacobs, 1995). Women are underrepresented in management positions in comparison to men all over the world (Schein, 2001) and the rate of upward movement is low for women within the managerial ranks (Powell, 1999). Estimates report that only around 10 % of management positions are held by women (Deal & Stevenson, 1998).

1.3 Problem Situation

Today in the world indicate that there is still a significant glass ceiling effect to accepting women as they climb up the management hierarchy. The estimated that it would take at least 32 years before equality would be reached. Women were less likely to prefer to work for a women than for male subjects. Women were described as more incompetent, slower, weaker, more a follower than a leader, more lenient, more democratic, less active, and more friendly than male managers. Women were significantly more in agreement with the idea of being both a professional and a wife, and a great deal has been published about the shortage of women in top management positions, women still face invisible barriers in being accepted and recognize for their work as managers.

1.4 Problem Statement

If women are to make some sort of progress into upper management they will have to be accepted by their male superiors who will be making the promotion decisions. Current students studying in departments like business administration, economics, and banking and finance are the “next generation” of business managers, therefore measuring the attitudes of these students should serve as a good predictor of attitudes towards women in management during the next few decades.

1.5 Research Questions

The research questions to be answered in this study are;

- 1) To what extend do undergraduate business, economics, and banking and finance students in the Near East University, Faculty of Economics and Administrative Sciences, personally accept the working woman and women in management position.
- 2) How do these students differ in their attitudes towards women in management positions.

1.6 Significance of the Study

As mentioned above, the next generation of business managers are the current business, economics, and banking and finance students. Therefore, this study will show some indication as to whether or not women will face problems when trying to reach management positions over the next 20 to 30 years.

1.7 Conclusion

This chapter described the topic area, problem situation, the significance of the study and its questions.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This chapter presents a brief review of the literature related to women in management.

2.2 Women in Management

In recent years there has been increasing concern that gender bias has prevented women from advancing as rapidly and as frequently as men into management positions. Although the number of women managers has increased, they may experience difficulty moving into upper management positions (Hymowitz and Schellhart, 1986). Since its beginnings in the early 1970s with the emergence of "women in management" study in the field has become well recognized and important. Institutional discourse of gender equality is commonly accepted, but men still continue to achieve positions with more authority and higher rewards (Jacobs, 1995). Even though they have higher academic qualifications and professional experience, women managers tend to earn less than their male colleagues, particularly at higher levels (Jacobs, 1995).

Because of the reluctance to hire women in key managerial positions (Eyring and Stead, 1998) female leaders are consequently given job assignments with lower visibility and fewer chances to make important contacts (Ohlott et al., 1994). Women also tend to earn significantly less compared with men in equivalent occupations, they frequently find high-level promotions difficult, and they experience barriers when seeking mentors (Anderson and Tomaskoviç-Devy, 1995; Bhatnagar and Swamy, 1995; Browne, 1997; Pfeffer and Ross, 1990; Kirchmeyer, 2002). Some studies even show a distinct preference for male direction

among subordinated (Cann and Siegfried, 1987; Jeanguart-Barone and Sekaran, 1994), and this fondness translates into higher ratings for male managers (McGlashan et al., 1995) and increased trust (Jeanguart-Barone and Sekaran, 1994). Women sometimes doubt their own abilities and skills (Hammick and Acker, 1998; Maccoby and Jacklin, 1974; Talmud and Izraeli, 1999), suggesting that stereotypes may be prevalent among both men and women.

Women are underrepresented in management positions in comparison to men all over the world and the rate of upward movement is low for women within the managerial ranks (Powell, 1999). According to Deal and Stevenson (1998) only 10% of management positions are held by women. An increased interest in promotion decision justice is illustrated by frequent discussion of the glass ceiling, the invisible barrier that prevents women and minorities from advancing into higher levels in the organization, with evidence being abundant (Davidson and Cooper, 1992).

Research on women in management, particularly in the West, has largely been centered around the sex-stereotyping of managerial functions. Schein (1973, 1975) identified the managerial position as a masculine occupation. A recent replication of Schein's study indicated that male middle managers still adhere to a male managerial stereotype while female middle managers, however, no longer sex-type managerial jobs (Brenner, Tomkiewicz and Schein, 1989). This change in the attitudes of female middle managers reflects the change in the perception of this group of women. Another recent study on the perception of women and women of women executives conducted in Hong Kong indicated that women are more positive and confident toward female abilities in managerial positions (So and Young, 1991). Other replications, however, found that when women were depicted as managers, perceived differences in many attributes central to managerial performance persisted (Heilman and

Block, Martell and Simon, 1989). There has been other research showing that male and female managers hold similar and often negative attitudes toward women in management positions and are influenced by sex role stereotypes (Rosen and Jerdee, 1973, 1974). Dubno (1985) found no change in MBA students' attitudes toward women executives over the eight-year period from 1975 to 1983, while males retained a consistently negative attitude toward females as managers. A poll conducted by Sutton and Moore (1985) of women in business also indicated that although executives viewed women more favourably than 20 years ago, most of them still thought that only a truly exceptional woman could succeed in the business world. In a study conducted by Bass, Kussell and Alexandra (1971), men and women preferred male bosses. Furthermore female bosses were considered less dependable due to biological and personal characteristics (Chua, Tay, Teo, and Wong, 1990). Interestingly, while all men studied held either a neutral or favourable attitude towards their female peers or subordinates, 23 % of them had unfavourable impressions of their female superiors, for reasons such as perceived pettiness, incapability of confronting and taking risks, and being overly calculative.

Both 1989 and 1990 Graduate Employment Surveys showed that women graduates, despite similar qualifications, continued to earn salaries which were almost 25 % lower than those of their male counterparts. Arasu and Ooi (1984) found that on average, woman executives took between eight to ten years to reach senior management level, compared to about five years for men. It appears that the general negative attitude towards women in management has not changed very much in the past two decades. In addition, based on an aggregate of research findings, women describe themselves as being described by men as having a self-concept that is not suitable for management.

Western studies suggest that difficulties in role management may be another possible reason for the paucity of women managers. It seems that women have difficulty shedding the role of housewife and mother, which results in experienced role conflict. Conflicts have arisen because of the incompatibility between the women's self-perception of their role and the role expectations by relevant others. The taking on of the additional role of manager would create role overload. Thus, women find it difficult to allocate sufficient time and energy to all of the multiple roles (Burke and Weir, 1976, Rapoport and Rapoport, 1969).

Nevertheless, western studies on traits have revealed encouraging results. Steinberg and Shapiro (1982) in their analysis of 71 MBA students found that both men and women scored highly on many of the traits that were perceived as being necessary for management. The females were found to fit the masculine image inherent in management ideology more closely than their male counterparts. Research on the general population also indicated that differences in personality characteristics were very few (Jacklin and Maccoby, 1975; Lips and Colwill, 1978; O'Learly, 1974). In terms of measured traits, there is no reason to assume that women should not make as much progress in management as men

Abd El-Latif (1988) studied the Egyptian society's attitudes towards working women. The study found a negative attitude towards women managers and women in top managerial and leadership positions. The study also found that women occupy only 11 per cent of the top managerial positions in Egyptian organizations. Askar and Ahmad (2003) studied factors determining attitudes towards women occupying supervisory positions at various organizations in Kuwait perceived by a sample of 278 participants. The results of the study indicate a relatively positive attitude towards women manager. Sex of the participant was found to be statistically significant in determining attitudes towards women managers with

female more supportive to women in supervisory positions.

Mensch et al. (2003) found evidence of extremely strong traditional attitudes about gender roles among Egyptian boys and girls between the ages of 11 and 19. Gender socialization was found to be extremely patriarchal and strongly supportive of traditional family values, with a particular emphasis on women's primacy in the domestic sphere. Mostafa (2003) investigated the Egyptian society's attitudes towards women who work held by a sample of 217 participants. The results of the study reveal that contrary to our expectations, Egyptian students have very similar attitudes towards women who work to those of the older generation. There are also significant differences between males' and female' perceptions towards women's roles and participation in society. Finally, the study predicted that modernity many diminish patriarchal attitudes towards women in Arab societies.

2.3 Perception of Women in Business

Traditionally, the differences between men and women have been used as excuses to exclude females from certain jobs. Occupational segregation is the term that has been used to describe the heavy concentrations of men and women into different jobs. For example, occupational segregation supposedly explains why men dominate managerial positions while women are often consigned to other occupations with lower pay, status, and responsibility. Specifically, Fierman (1990) reported that only nineteen of more than four thousand people (less than half of one per cent) listed as the highest paid officers and directors of the largest eight hundred public U.S companies were women. The number of women in management position is influenced by the perceptions of men who have traditionally dominated the upper echelons of business organisations (Heilman, 1995). An argument can be made and supported by considerable research that the discouraging plight of women in management is a result of

negative stereotypes held about them. Schein (1973, 1975) reported that both male and female middle managers perceived that successful managers in general possessed characteristics ascribed more to men than to women. These characteristics include among others aggression, dominance (Copeland, Driskell, & Salas, 1995), and achievement orientation (Adler, 1988). In fact, the characteristics (e.g., co-operative and communicative) that have often been ascribed to women are considered “unmanagerial” (e.g., Powell & Butterfield, 1979). It is therefore not surprising that women represent a very low percentage of top executive positions and are often not considered for expatriate assignments (Adler, 1988).

2.4 Psychological and Cultural Aspects on Perception

Women in higher-ranking positions are role models for other women. They show what women can achieve and that it is possible for them to follow their chosen careers. This is an important point because most women in managerial positions are working in traditionally male spheres with male-oriented norms that define what constitutes “leadership qualities”. Because they do not necessarily conform to this norm and may possess different leadership skill, women are often confronted with prejudices and are expected to conform to stereotypes. Such attitudes have the potential to seriously limit women’s chances to lead. Positive role models, on the other hand, have the potential to change norms and to provide a wider range of leadership styles that benefit employers.

Seeing a woman in a management position is more the exception than the general rule. This is even more true, the higher the position in the company hierarchy. However, the degree of under-representation differs widely from country to country (Davidson and Burke 2004).

2.5 Conclusion

In this section, a brief review of the literature related to women in management was presented.

This section is divided into three parts:

2.5.1 Introduction

The first part of this section is an introduction to the topic.

2.5.2 Literature Review

The second part of this section is a literature review. It starts with a definition of women in management and then discusses the various factors that influence their career development. The review covers the following topics: the role of women in management, the challenges they face, the factors that influence their career development, and the impact of their presence in management on the organization. The review concludes by stating that women in management are an important part of the organization and that their career development should be supported.

2.5.3 Theoretical Framework

The third part of this section is the theoretical framework.



CHAPTER III

THEORETICAL FRAMEWORK

3.1 Introduction

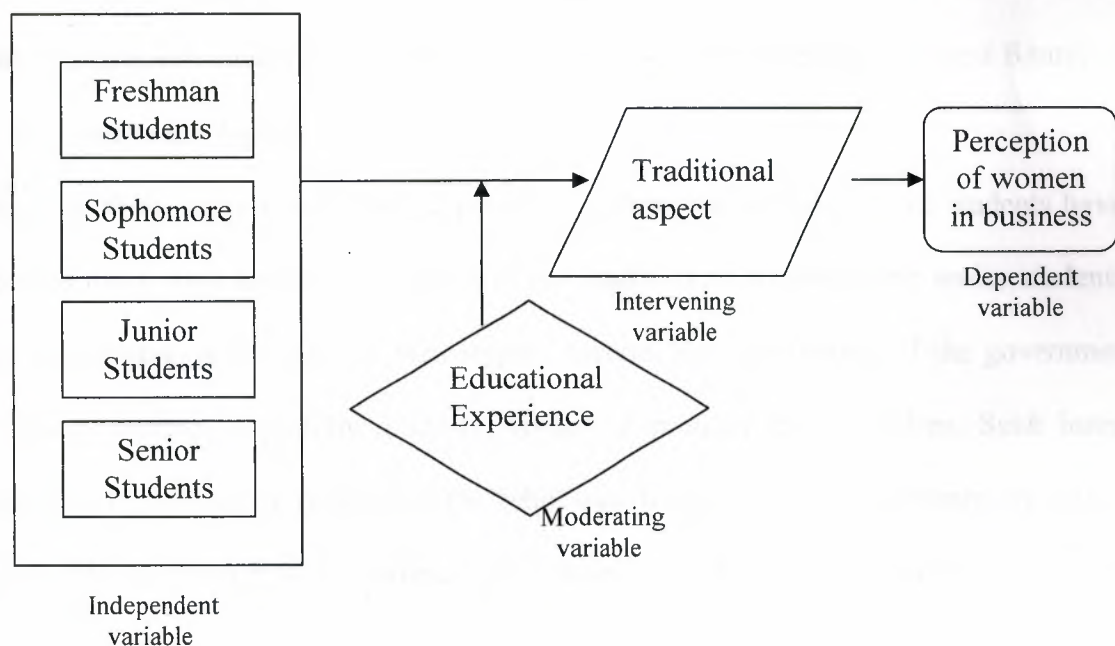
This chapter describes the theoretical framework of the study.

3.2 Approaches

This study attempts to investigate freshman and senior students' perception of women managers. The purpose of the study is twofold: first, it is aimed at understanding the freshman and senior students' view of the roles of women; second, it attempts to examine the differences between freshman and senior students' perceptions of women managers and their implications for women in management.

3.3 Proposed Conceptual Framework

Figure 3.1 Conceptual Framework



- Women in business

While sex role stereotyping of managerial work can not only result in the perception that females are less capable or qualified than males to hold managerial positions, it may also hinder the entry of women into the upper hierarchies of business organisations. Schein (1978) concluded that such stereotyping tends to reduce the opportunities for females to advance within business organisations even though the perceived sex differences do not actually exist. For example, Dubno (1985) found that male MBA students retained significantly negative attitudes toward women as managers. Powell and Butterfield (1986) also found that student perceptions of the “good manager” had not changed significantly in its male-dominated characteristics. More recently, Brenner, Tomkiewicz, and Schein (1989) conversely found that women saw themselves as possessing many of the characteristics of successful middle managers. In general, Heilman, Block, Martell, and Simon (1989), found that women in contrast to men continue to be seen as having characteristics that are “unmanagerial”.

- Educational Experience Moderator

The sex-role stereotype will still persist although senior students seemed to be more optimistic than the freshman students in the belief that equality will be achieved in the near future.

- Traditional Aspect

There are three main reasons for the pessimism. First, the attitudes of the students have not changed much over the years as shown in this study. Both freshman and senior students are still conforming to the sex-role stereotypes. Second, the intervention of the government to encourage women, especially graduate women to produce more children. Such incentive schemes and policies are reinforcing the belief that the primary roles of women are still in the family. Third, although the government also has policies that encourage women to participate in the labour force.

3.4 **HA Conclusion**

This chapter described the theoretical framework of the study.

4.1 Introduction

This chapter introduced the study and covered the content of the research study.

4.2 Research Design

The following section highlighted the methodology and the scope accepted by the research.

4.2.1 Study Area and Scope

The purpose of this study was to investigate the relationship between the variables and to identify the factors that influence the outcome. The study was designed to address the research objectives and to provide a comprehensive understanding of the phenomenon under study. The study was conducted in a systematic and rigorous manner, following the principles of scientific research. The study was designed to address the research objectives and to provide a comprehensive understanding of the phenomenon under study.

4.2.2 Study Area and Scope

The study was designed to address the research objectives and to provide a comprehensive understanding of the phenomenon under study.

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CHAPTER IV

RESEARCH METHODOLOGY

4.1 Introduction

This objective of this section is to describe the design of the research study.

4.2 Research Design

The following highlights the methodology and the steps accepted by the research

4.2.1 Purpose of the Study

The purpose of this investigation is to study if freshman, sophomore, junior and senior undergraduate students exhibited perceptual and attitudinal differences with regard to women in management. The nature of the study depends on the stage to which knowledge about the research topic has advanced.

4.3 Sources of Information

This part shows the type of information used in this research.

4.3.1 Secondary Sources

This type of information includes data collected for some aim other than the problem at hand.

4.3.2 Primary Sources

Primary sources of information will be collected and separated from business and economics magazines and articles on perception to women in business.

4.4 The Sample

There are over the 600 business students in the university in 2007. The sample for this study were randomly selected business students in NearEast University.

4.5 Measuring Instruments

The survey instrument used was a questionnaire which was personally administered to the sample of undergraduating business students. The Cronbach alpha reliability coefficient of the survey items is 0.616 which is an acceptable value.

4.6 Data Collection

The questionnaire was randomly distributed to business students in Near East University for convenience purposes due to the limitation of time available to the complete the research. The questionnaire was distributed to 144 business students in NEU and over a period of several weeks and all the questionnaire were returned and all the responses were valid and could be used. Response rate 100 %.

.4.6.1 Type of the Study

This review is the correlational study.

4.6.2 Extent of Researcher Interferences

This study includes the relationship between natural environment of the subject with minimum interference by the researcher. This study conducted to establish cause-and-effect relationships, the researcher tries to manipulate certain variables so as to study the effects of such manipulation on the dependent variable of interest.

4.6.3 The Study Setting

Correlational studies are invariably conducted in noncontrived settings because it was done in natural environment of subject. Also this study is a field studies because it done in organizations.

4.6.4 Time Horizon

It is the cross-sectional study because the study can be done in which data are gathered just once, perhaps over a period of days or weeks or months, in order to answer a research question.

4.6.5 Unit of Analysis

The units of analysis were the undergraduating business students in Near East University.

4.7 Conclusion

This section describes the research methods for the study.

CHAPTER V

RESEARCH RESULTS

5.1 Introduction

This chapter presents the results of the research.

5.2 RESULTS OF THE DEMOGRAPHIC FACTORS :

First factor is **GENDER**:

We have two different groups in here : Men and Women

There are 86 male and 58 female respondents and their percentage like this :

60 % male and 40 % female respondents.

Second one is **CLASS**:

We have four different groups in here : Freshman, Sophomore, Junior and Senior

There are 64 Freshman, 28 Sophomore, 13 Junior and 39 Senior and their percentages like this: 44 % Freshman, 20 % Sophomore, 9 % Junior and 27 % Senior.

Third one is **DEPARTMENT**:

We have three different groups in here: Business, Banking & Finance and Economy.

There are 78 Business, 31 Banking and 35 Economy and their percentages like this:

54 % Business, 22 % Banking and 24 % Economy.

Last one is **NATIONALITY**:

We have two different groups in here: TR and TRNC.

There are 120 TR and 24 TRNC respondents and their percentage like this:

83 % TR and 17 % TRNC respondents.

5.3 Table of Demographic Factors of RESPONDENT :

GENDER	FREQUENCY	PERCENTAGE
Male	86	60
Female	58	40
CLASS	FREQUENCY	%
Freshman	64	44
Sophomore	28	20
Junior	13	9
Senior	39	27
DEPARTMENT	FREQUENCY	%
Business	78	54
Banking finance	31	22
Economy	35	24
NATIONALITY	FREQUENCY	%
TR	120	83
TRNC	24	17

COMMENTS OF THE SPSS RESULTS

5.4 Anova for the CLASS

In the questionnaire there are 4 significant results for Class and these are :

6. question : The women's ability is not enough for the top level of management.

10. question: First the women must be dismissed when the personnel is dismissed time (in crisis).

18. question: The women mustn't be appointed to be top level manager.

20. question: Top level women managers lose their effeminates.

* These questions results are significant because their value are below the 0.05 in Anova.

5.5 Anova for the DEPARTMENT

There is only one significant result in Department and this is 22. question in the questionnaire.

22. question: Women managers have more planned working habits.

* This result is significant because its value is below the 0.05 in Anova.

5.6 Anova for the Gender

There are 27 significant results in the Gender and these are :

1. question: Women managers are not appropriate to the work environment.

3. question: Women work more productive according to man.

4. question: Top level of management must be given to women.

5. question: Women are more inclined to the team work.

6. question: Women's abilities are limited for the top level of management.

7. question: Women have disciplined working habit that the necessity of top level of management.

8. question: Men are more appropriate to top level management according to women.

10. question: First the women must dismissed when the personel dismmised time (in crisis).
11. question: Women managers do better communications according to men.
12. question: Women managers are more democratic and more participated according to men.
13. question: Women are better listener according to men that get advantage in the work life.
14. question: Women can't resistance to work life's difficulties as men.
15. question: Women are more emotional according to the men so that women can't be
successul in top level management.
17. question: Women managers do better communication with their tops and subs according
to the men.
18. question: Women mustn't appointed to top level management.
19. question: Women managers more support to their employees on the professional
Improvement according to the men.
20. question: Top level women managers lose their effeminates.
21. question: Women live loneliness fear when they are top level managers.
22. question: Women managers have more planned working habits.
23. question: Women managers to bring reforms to work life and that is the reason to be top
level manager of the women.
24. question: Women managers can not the take fast decision.
25. question: Women have management characteristics.
26. question: Top level women managers exhibit the high performance according to the men.
27. question: Women managers can't be succesful in the men dominant sectors.
29. question: Women who have self confidence that pass the difficulties of being the top level
manager.
30. question: Women who take the education for becoming manager that women must be top
level manager like easily.

32. question: Women are more close to the criticisms according to the men.

* These results are also significant because all of them are below the 0.05 in Anova.

5.7 Anova for the NATIONALITY

There are 13 significant results in the NATIONALITY and these questions are **1, 3, 9, 12, 13, 14, 15, 17, 20, 21, 25, 31, 32.**

1. question: Women managers are not appropriate to the work environment.

3. question: Women work more productive according to man.

9. question: There is no difference between the male and female managers' performance.

12. question: Women managers are more democratic and more participated according to men.

13. question: Women are better listener according to men that get advantage in the work life.

14. question: Women can't resistance to work life's difficulties as men.

15. question: Women are more emotional according to the men so that the women can't be successful in top level management.

17. question: Women managers do better communication with their tops and subs according to the men.

20. question: Top level women managers lose their effeminates.

21. question: Women live loneliness fear when they are top level managers.

25. question: Women have management characteristics.

31. question: If women had been supported by their families in the past that effects to the women as positive for to be manager.

32. question: Women are more close to the criticisms according to the men.

* These results again are significant that all of them are below the 0.05 in Anova.

5.8 Class – Year Crosstable:

We have 4 **significant** results in Anova: and these questions are shown below :

6. question: Women's abilities are limited for the top level of management.

> 30 % of freshman are strongly disagree and 31 % are disagree.

> 30 % of Sophomore are disagree and the rest are near to each other.

> 40 % of Junior are disagree.

> 31 % of Senior are agree.

In Total: 30 % of all students are disagree and the rest choices are the near to each other.

10. question: First the women must dismissed when the personnel dismissed time (in crisis).

> 64 % of Freshman are strongly disagree.

> 47 % of Sophomore are strongly disagree and 40 % are disagree.

> 70 % of Junior are strongly disagree.

> 31 % of Senior are strongly disagree and 36 % are disagree.

in Total: 52 % of all students are STRONGLY DISAGREE and 26 % are DISAGREE

18. question: Women mustn't appointed to top level management.

> 58 % of Freshman are strongly disagree.

> 46 % of Sophomore are disagree.

> 31 % of Junior are undecided and again 31 % are agree.

> 41 % of Senior are strongly disagree.

in Total: 44 % of all students are strongly disagree.

20. question: Top level women managers lose their effeminates.

> about 50 % of Freshman are strongly disagree.

> 40 % of Sophomore are disagree.

> 40 % of Junior are strongly disagree.

> 40 % of Senior are undecided.

in Total: 33 % of all students are STRONGLY DISAGREE and the rest are near to each

CHAPTER VI

CONCLUSION AND DISCUSSION

5.1 Introduction

This section offers the conclusion and discussion contributed to the study.

5.2 Conclusion

Results we analysed about the perception to women in business over the undergraduated business students in university that is summarizes below. The goal of this study was to explore the attitudes towards women managers for the students.

There seems to be little change in terms of sex-roles and attitudes towards women management among business students. The sex_typing of women managers still a bit prevailed among the business students. With the increasing number of women participating in the labor force, and a high number of female graduates, there should be more women entering the management careers. However the study was found that business students in general were not receptive to women managers. However perceptions are developing to women that according to the past years.

Moreover, the dilemma of balancing work and family will be part of the working mother's life, as long as society creates contradictions in affirming women's "primary" role as mother and essential contributors to the workforce and economy.

The OECD (1998) concluded that "occupational segregation excludes women from occupations which are associated with the greatest prestige, power and highest incomes. These occupations are generally "reserved" for men".



If we back to our project that there are some different answer between business students. We have four groups in here freshman, sophomore, junior and senior. Generally senior students more pessimistic to the women. Also the Juniors are coming. Freshmans are more optimistic to the women because their educational experiences are less than the Seniors and Juniors. And finally comes the Sophomore but they were very relax and in middle. They have not a completely idea.

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Results of respondent :

1. question: Women managers are not appropriate to the work environment.

- > 66 % of freshman selected to strongly disagree for first question.
- > 40 % of sophomore selected to strongly disagree and % 35 selected to disagree.
- > 54 % of Junior selected to strongly disagree and 23 % are undecided.
- > 54 % of Senior are strongly disagree and % 18 are disagree.

In Total: 56 % of all students are STRONGLY DISAGREE for first question.

2. question: Women are worked in more fallen positions according to their abilities.

- > 30 % of freshman are strongly disagree and 28 % are agree.
- > Sophomore' choices are same for all degree.
- > 31 % of Junior are strongly disagree and 23 % are undecided.
- > about 40 % of Senior are undecided.

In Total: all the answers are near.

3. question: Women work more productive according to man.

- > 25 % of freshman are disagree, 33 % are undecided and 28 % are agree.
- > all the answers are near for Sophomore
- > 31 % of Junior are disagree
- > 31 % of Senior disagree.

In total: All the total results are near.

4. question: Top level of management must given to women.

- > 28 % of freshman are disagree, 28 % are undecided and 27 % are agree.
- > 32 % of Sophomore are disagree.
- > 39 % of Junior are strongly disagree and 31 % are disagree

> 28 of Senior are disagree and 28 % are undecided

In Total: 30 % of all students are disagree and 26 % undecided.

5. question: Women are more incline to the team work.

> 41 % of freshman are agree and 19 % are strongly agree.

> strongly disagree is outside and the rest choices are near for Sophomore.

> about 40 % Junior are disagree.

> about 40 % Senior are undecided.

In Total: near results.

6. question: Women's abilities are limited for the top level of management.

> 30 % of freshman are strongly disagree and 31 % are disagree.

> 30 % of Sophomore are disagree and the rest are near to each other.

> 40 % of Junior are disagree.

> 31 % of Senior are agree.

In Total: 30 % of all students are disagree and the rest choices are the near to each other.

7. question: Women have disciplined working habit that the necessity of top level of management.

> 50 % of freshman are agree.

> 40 % of Sophomore are agree.

> 54 % of Junior are agree

> 31 % of Senior are agree and.

In Total: 43 % of all students are AGREE.

8. question: Men are more appropriate to top level management according to women.

> all the answers are near to each other for freshman.

> 36 % of Sophomore are agree.

> 39 % of Junior are disagree and 31 % are agree.

> 36 % of Senior are strongly agree.

in Total: all the answers are near to each other.

9. question: There is no difference between the male and female managers' performance

> 33 % of freshman are disagree and 27 % are strongly agree.

> about 30 % of Sophomore are undecided and again 30 % are disagree.

> about 40 % of Junior are disagree and 31 % are undecided.

> 31 % of Senior are undecided and rest's choices are near to each other.

in Total: There is no huge differences between all the results.

10. question: First the women must dismissed when the personel dismmised time (in crisis).

> 64 % of freshman are strongly disagree.

> 47 % of Sophomore are strongly disagree and 40 % are disagree.

> 70 % of Junior are strongly disagree.

> 31 % of Senior are strongly disagree and 36 % are disagree.

in Total: 52 % of all students are STRONGLY DISAGREE and 26 % are DISAGREE.

11. question: Women managers do better communications according to men.

> 41 % of freshman are agree

> 43 % of Sophomore are undecided

> 54 % of Junior are disagree.

> 31 % of Senior are undecided and 28 % are agree.

in Total 29 % of all students are undecided and 30 % are agree.

12. question: Women managers are more democratic and more participated according to the men.

> 35 % of Freshman are undecided and 30 % are agree.

> 36 % of Sophomore are disagree

> 46 of Junior are undecided.

> 36 of Senior are undecided.

in Total: 33 % of all students are UNDECIDED and 26 % are AGREE.

13. question: Women are better listener according to men that get advantage in the work life.

> 52 % of Freshman are agree.

> 29 % of Sophomore are disagree and 36 % are agree.

> 46 % of Junior are undecided and 31 % are agree.

> 36 % of Senior are agree.

in Total: 42 % of all students are AGREE.

14. question: Women can't resistance to work life's difficulties as men.

> 31 % of Freshman are agree.

> 36 % of Sophomore are agree.

> 31 % of Junior are strongly agree.

> 29 % of Senior are strongly agree and 23 % of are disagree.

in Total: 30 % of all students are AGREE and 21 % are STRONGLY AGREE.

15. question: Women are more emotional according to the men so that the women can't be successul in top level management.

> 30 % of Freshman are disagree.

> all the choices are the near to each other for Sophomore.

> 31 % of Junior are strongly agree.

> all the answers are the near to each other for Senior.

16. question: In education topic that there are equal to recognized the opportunity to the men and women in businesses.

> 35 % of Freshman are agree.

> 32 % of Sophomore are agree and 25 are disagree.

> 31 % of Junior are disagree and again 31 % are agree.

> all the answers are the near to each other.

in Total: 31 % of all students are AGREE.

17. question: Women managers do better communication with their tops and subs according to the men.

> 31 % of Freshman are undecided and 33 % are agree.

> 50 % of Sophomore are agree.

> 31 % of Junior are disagree 46 % are undecided.

> all the answers are near to each other.

in Total: 29 % of all the students are UNDECIDED and 32 % are AGREE.

18. question: Women mustn't appointed to top level management.

> 58 % of Freshman are strongly disagree.

> 46 % of Sophomore are disagree.

> 31 % of Junior are undecided and again 31 % are agree.

> 41 % of Senior are strongly disagree.

in Total: 44 % of all students are strongly disagree.

19. question: Women managers more support to their employees on the professional Improvement according to the men.

- > 36 % of Freshman are undecided and 27 % are agree.
- > 32 % of Sophomore are disagree and 40 % are undecided.
- > 31 % of Junior are disagree and 46 % are undecided.
- > 33 % of Senior are undecided.

in Total: 37 % of all students are UNDECIDED.

20. question: Top level women managers lose their effeminates.

- > about 50 % of Freshman are strongly disagree.
- > 40 % of Sophomore are disagree.
- > 40 % of Junior are strongly disagree.
- > 40 % of Senior are undecided.

in Total: 33 % of all students are STRONGLY DISAGREE and the rest are near to each other.

21. question: Women live loneliness fear when they are top level managers.

- > 28 % of Freshman are strongly disagree and 24 % are disagree.
- > 29 % of Sophomore are disagree and 36 % are undecided.
- > 54 % of Junior are undecided.
- > 31 % of Senior are undecided.

in Total: 31 % of all students are UNDECIDED and 22 % are STRONGLY DISAGREE and 24 % are DISAGREE.

22. question: Women managers have more planned working habits.

- > 28 % of Freshman are undecided and 41 % are agree.
- > 25 % of Sophomore are undecided and 30 % are agree.
- > 40 % of Junior are disagree and again 40 % are agree.
- > 21 % of Senior are agree and 31 % are strongly agree.

in Total: 33 % all students are AGREE and rest are near to each other.

23. question: Women managers to bring reforms to work life and that is the reason to be top level manager of the women.

> 33 % of Freshman students are undecided, 22 % are disagree and 24 % are agree.

> 40 % of Sophomore are undecided, 25 % are disagree and again 25 % are agree.

> 54 % of Junior are undecided and 40 % are agree.

> 44 % of Senior are undecided.

in Total: 40 % of all students are UNDECIDED.

24. question: Women managers can not the take fast decision.

> all the answers are the near to each other for Freshman.

> all the answers are the near to each other for Sophomore.

> 40 % of Junior are disagree and again 40 % are agree.

> about 30 % of Senior are disagree.

in Total: 27 % of all students are DISAGREE and 23 % are AGREE.

25. question: Women have management characteristics.

> 25 % of Freshman are undecided and 41 % are agree.

> 32 % of Sophomore are undecided and 36 % are agree.

> 40 % of Junior are agree.

> 31 % of Senior are agree.

in Total: 37 % of all students are agree.

26. question: Top level women managers exhibit the high performance according to the men.

> 30 % of Freshman are disagree and 25 % agree.

> 32 % of Sophomore are undecided.

> 31 % of Junior are disagree and 40 % are undecided.

> 30 % of Senior are disagree.

in Total: 27 % of all students are DISAGREE and 25 % are UNDECIDED.

27. question: Women managers can't be succesful in the men dominant sectors.

> 28 % of Freshman are disagree and 25 % are undecided.

> 30 % of Sophomore are disagree and again 30 % are agree.

> 40 % of Junior are disagree and 31 % are agree.

> 36 % of Senior are disagree.

in Total: 31 % of all students are disagree.

28. question: Men have more chance according to the women for the top level management
in business.

> 42 % of Freshman are agree.

> 50 % of Sophomore are agree.

> 46 % of Junior are agree.

> all the answers are near to each other.

in Total: about 40 % of all students are AGREE.

29. question: Women who have self confidence that pass the difficulties of being the top
level manager like easily.

> 36 % of Freshman are agree and 30 % are strongly agree.

> 43 % of Sophomore are agree.

> 40 % of Junior are agree and 40 % are undecided.

> 40 % of Senior are agree and 26 % are strongly agree.

in Total: 35 % of all students are AGREE and 26 % are STRONGLY AGREE.

30. question: Women who take the education for becoming manager that women must be top level manager.

> 35 % of Freshman are agree and 31 % are strongly agree.

> 30 % of Sophomore are agree.

> 54 % of Junior are undecided and 31 % are agree.

> 41 % of Senior are agree.

in Total: 36 % of all students are AGREE.

31. question: If women had been supported by their families in the past that effects to the women as positive for to be manager.

> 33 % of Freshman students are agree.

> 25 % of Sophomore are undecided and 36 % are agree.

> 40 % of Junior are undecided.

> 33 % of Senior are undecided.

in Total: 26 % of all students are UNDECIDED and 28 % are AGREE.

32. question: Women are more close to the criticisms according to the men.

> all the answers are the near to each other for Freshman.

> 32 % of Sophomore are disagree.

> 46 % of Junior are agree.

> all the answers are the near to each other for Senior.

in Total: all the answer are the near to each other for all of the respondents.

33. question: Work life is managed by men's rules.

> near answers for Freshman.

> 32 % of Sophomore are undecided and again 32 % are agree.

> 40 % of Junior are agree.

> 30 % of Senior are undecided and the rest are near to each other.

in Total: near answer for each.

34. question: Women are exposed to unequal situation in salary, statute and premium subjects.

> near answers to each other for Freshman.

> 40 % of Sophomore are disagree.

> 40 % of Junior are agree.

> 33 % of Senior are undecided and 23 % are agree.

in Total: all the answers are near to each other.

- 13- Kadınların erkeklerle göre daha iyi dinleyici olmaları, iş yaşamlarında avantaj sağlar.
- 14- Kadınlar iş dünyasının güçlüklerine erkekler kadar direnç gösteremezler.
- 15- Kadınlar erkeklerle göre daha duygusal olduklarından üst düzey yöneticilikte başarılı olamazlar.
- 16- İşletmelerde kadın ve erkeklerle eğitim konusunda eşit fırsatlar tanınmaktadır.
- 17- İşletmelerde kadın yöneticiler erkek yöneticilere göre, üstleri veya asları ile daha iyi iletişim kurarlar.
- 18- Kadınlar üst düzey yönetici olarak atanmamalıdır.
- 19- Kadın yöneticiler erkek yöneticilere göre çalışanlarının mesleki gelişimlerini daha fazla destekler.
- 20- Üst düzey kadın yöneticiler kadın olma özelliklerini yitirirler.
- 21- Kadınlar üst düzey yönetici olduklarında yalnız kalma korkusu yaşarlar.
- 22- Kadın yöneticiler daha planlı çalışma alışkanlıklarına sahiptirler.
- 23- Kadın yöneticilerin iş hayatına getirdiği yenilikler üst yönetici olmalarında tercih nedenidir.
- 24- Kadın yöneticiler, hızlı karar alamazlar.
- 25- Kadınlar yöneticilik özelliğine sahiptirler.
- 26- Üst düzey yönetici kadınlar üst düzey erkek yöneticilere göre daha yüksek performans sergilerler.
- 27- Kadın yöneticiler erkeklerin egemen oldukları sektörlerde ayak uydurmakta başarılı olamazlar.
- 28- İşletmelerde üst düzey yöneticilik için erkeklerle kadınlardan daha çok fırsat tanınmaktadır.
- 29- Kendine güveni olan kadınlar, üst düzey yönetici olmanın zorluklarını kolaylıkla aşarlar.
- 30- Yöneticilik eğitimi almış kadınlar üst düzey yönetici olmalıdırlar.
- 31- Kadınların geçmişte aileleri tarafından desteklenmeleri yönetici olmalarını olumlu yönde etkiler.
- 32- Kadınlar erkeklerle göre eleştirilere daha kapalıdır.
- 33- İş dünyasında iş yaşamı erkeklerin kurallarıyla yönetilmektedir.
- 34- Kadınlar, maaş, prim, statü gibi konularda ayrımcılığa maruz kalmışlardır.

1 = Strongly Disagree
2 = Disagree
3 = Undecided
4 = Agree
5 = Strongly Agree

