

American Women in Management: Opportunities and ConstraintsShabnam Dadparvar¹, Hosseinali Yarokhi Joshaghani²¹: MA in Regional Studies - University of Tehran, Iran²: MA in Political Science - University of Tehran, Iran

Abstract: Although women's achievements are considered to prove their desirable conditions in western societies, especially in the United States, women entrepreneur complain about "glass ceiling" and other limitations that have traditionally worked to hinder their access to managerial positions. This paper seeks to show why women's presence is lower than men at management level in the U.S. In this paper, descriptive-analytical method is used to examine factors leading to women's lower presence. The factors are: different experiences of women and men socializations and their various consequences, gendered division of labor, and limited different professional networks among women.

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1. Introduction

Consistently over time, history and civilizations have been shaped by the elites (40). In the United States, elites considered as a major component of system and checking their performances is an important way to be acquainted with American policy, governorship, society and culture. However, the presence of women in management elite level is relatively low. Studying women presence in American economic managerial level as a major part of economic elites helps us to obtain an understanding about the gender relations in economic field in U.S.

Although women made up the vast majority of the American population since its formation, they were treated like a minority group. In the social hierarchy, they were given a specific "place" and their access to employment and in public activities were banned, and they are considered with poor, weak and "natural" subordinate personality (7).

A series of various cultural, economic and political transitions during America's history influenced women to redefine their identities and accordingly some movements are formed in line with women rights (27). Woman suffrage as woman's right to vote, was a major event in primary evolution of women rights protection movements which was formed following the plan of struggle against slavery in the nineteenth century.(34).

During the twentieth century, women's efforts had resulted and they succeeded to change their position from "second-class" citizens to the nearly full partners in the political and economic fields in U.S.. The legal barriers that impede their access to political and economic power had been removed and new support for the protection of their rights occurred (15).

During the recession years of 1929-1932 and both world wars, women presence in U.S. labor market was developed. Although, in one hand the wartime needs had played an important role in woman encouragement to be present in labor force and in the other hand the type of works offered in economic recession was less attractive to men, doubtless one reason for the increased presence of women was the relationship between families' expectations and their insufficient incomes and the other one was a significant growth in the number of educated women who were naturally demand more employment. Other reasons such as loneliness, depression, and the need to be presented among friends and in a busy environment are also considerable. But the main reason for women presence in the labor market at that time was the family situation and the need for increased revenue to pay taxes, liabilities and university expenses (26).

After two world wars, economic and social reforms were associated with some achievements and transitions for women. The significant changes about women occurred during the 1960s to 1970s and a major transformation in their attitude and expectations was formed. Feminist thought of someone such as [Betty Friedan](#) provide American women's economic life with new dimensions and so more ones were entering into the marketplace (30).

In U.S., since the 1960's, two movements were formed within the women movement for economic and cultural purposes and a revolution in attitudes to gender roles in communities was demanded by thousands of women. At the same time, the demands for higher salaries according to the equal right amendment and emphasis on enforcing the ban of gender discrimination law had been formed. For the first time, the equal right amendment

was performed by Alice Paul, one of the radical advocates of women right to congress in 1923 (33), after that it was followed by American women rights advocates. It was followed more by publishing a book named "The Feminine Mystique" and forming "National Organization for Women" (NOW).¹

Although the amendment is not approved yet, it also has inspired many changes in law. Legal transformations were formed in 1960s that provided the way for changes in women's status.

"Equal Pay Act" was passed in Congress in 1963 and accordingly the payment of wages based on gender was banned, 7th clause of equal civil rights was approved about prohibiting gender discrimination in jobs also discrimination against women in governmental jobs was banned according to president action plan (20).

Between 1960 and 2000, thousands of women joined women's groups seeking to change their minds and their lives (26). Increasing educated women has highly affected their position transitions in American labor market. In 1962 about 62% of graduated women from American universities (Harvard, Yale, and Princeton) were attracted to labor market. From 1960s to 1980s the rate of university graduated women increased from 12% to 25%. Also, the differences between men and women wages decreased significantly from 65% to 75% (19). On the other hand, women had founded some institutions for teaching entrepreneurship and related skills. These institutions assist entrepreneur women to receive job license from related ministries or get a loan if needed². In fact, in this manner women are

1- A group of the influential women with the leadership of Betty Friedan founded the National Organization for Women October 29, 1966. "NOW" has become the most extensive national organization for women's rights protection and despite of the continuous organizational and ideological crises, it demonstrated a great political capabilities. The organization was the embodiment of a proceeding so-called "liberal feminism" which its focus was on equal rights for women and men in all aspects of social, economic and institutional life. http://www.now.org/history/the_founding.html

2- NAWBO (National Association of Women Business Owner) as an example is an organization which was founded by a group of 12 women in 1975 and aims to provide women with information in business and help them to progress in this field. It propels women entrepreneurs into economic, social and political spheres of power worldwide by:

- Strengthening the wealth creating capacity of the members and promoting economic development within the entrepreneurial community
- Creating innovative and effective change in the business culture
- Building strategic alliances, coalitions and affiliations

assisted to solve their own job problems and get their enterprises to profit faster. Non-profit company of Catalyst has been founded by Flice Schwartz in 1962 which is active in women issues. Over the years, Catalyst was progressing in two fields: The first, assisting women in business and enhancing their capabilities and second helping the professions to achieve their maximum potential, and to help employers capitalize on the abilities of their female employees. By the late 1970s, Catalyst was systematically monitoring the progress of women on boards and simultaneously working with boards to increase the presence of women (47).

However, nowadays many professional positions are occupied by educated and skilled women in America, their presence in high level management positions are lower than men (5). It is said that despite of all achievements and succeed in national and international field, women has been a kind of world economical resource which do not achieve to sufficient activity yet and also their absence in many jobs and positions is evident, as well some of them are working in situations so that their potential capabilities and skills are not utilized appropriately. A management situation proceeds in the same way and women concentrated on lower levels. Diagrams No. 1 to 3 show the rate of women presence in different management levels (5). In 1978 the results of a survey in managers with annually more than 40/000 dollars revenue were published by Fortune³ journal. In this research, just 10 from 6400 managers were female who could achieve this position after their spouses' death (47).

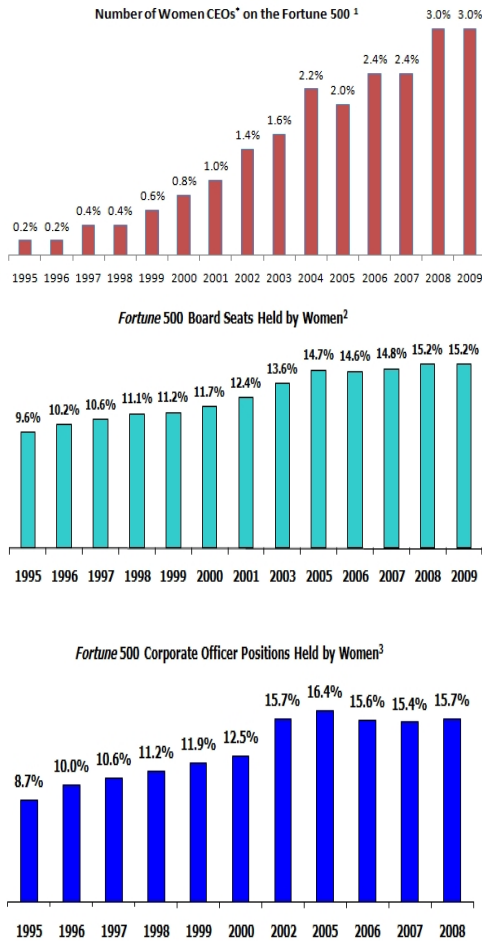
Studies from American Ministry Of Labor confirm a "glass ceiling" that prevents women from reaching high professional posts and positions.⁴

- Transforming public policy and influencing opinion makers

In principle and in practice, NAWBO values and seeks a diverse and inclusive membership. NAWBO seeks full participation in the organization by all business owners who support the mission to empower women entrepreneurs, regardless of race, religion, age, sexual orientation, national origin or disability. NAWBO's goal is to effectively represent the full diversity of the women business owner community and to expand access to leadership opportunities across the full spectrum of the membership. http://nawbo.org/section_20.cfm.

³- A world trade Journal, which was worked out in 1930 and annually ranks the companies according to their income.

4 - The term of "glass ceiling" is related to companies' management means a position which a woman can see the higher position but cannot access to it; there is not any clear legal or managerial obstacles in order to get there, but it is not possible for them to access those posts easily. Some kinds of barriers are as: differences in wages for the same job, several kinds of gender, ethnic, racial discrimination, harassment in the workplace, and stereotype. <http://www.wisegeek.com/what-is-the-glass-ceiling.Htm>



In 1996, the company IBM 7% and in the Wall - Street 8% of large investment firms officer positions were held by women⁵ (43) and also see: (26). Although 40% of managerial positions held by women, most of them were in low or moderate levels and higher management were held by men⁶.

⁵- In 1996 just 60 managerial posts from 5000 were held by women.

⁶- The board of directors controls economic institutions formally and legally in America. In each company, about 15 people participated in the Board of Trustees and in fact 100 top companies are composed of about 25 the elite. Basic decisions are made by them. But we can see two groups of directors among the Board of Trustees, the first one encompass 40% is reckoned among the inside directors and includes Chairmen, chief executives and deputies. Policy making and other major decisions are made by this group. In fact, the remaining 60% are outside directors who communicate with other people and others know them but they are selected by the first group and mostly are retired personnel of other corporations whose their experiences, sense of responsibility and duty cause to be employed as a outside director, again. These nominal chiefs do not have direct role in decision-making and are known only as a watch-dog role of corporation's capitals, statistically women are mostly outside directors (Catalyst 2010).

In 2010 only 15 women managers controlled the top 500 companies (18). According to research at the University of Michigan, equality between women and men according the current procedure would not be possible till 2466 (26).

There is a question here why presence of women in American economical management is less than men? Undoubtedly, this question can be answered from different points of view. Psychological and socio- psychological factors can be noticed besides structural elements in social and economic levels. This paper claims that a combination of three factors socialization, gendered division of labor, and male social networks can justify this situation.

In following, evaluation of individualistic attitude for explaining women restricted presence at economic elite level will be done after reviewing the literature on female economic elite in America, then the effect of gender socialization, gendered division of labor and gender social networks will be examined.

1.1. Review of literature

Undoubtedly one of the most important texts about elites in American society is C. Wright Mills's classical book named *The power elite*. In a chapter titled "The Chief Executives" he described the men who handle large corporations and the greatest economic power in U.S. and reckoned them as well-educated people (35). Although there were a handful of women on the boards of the top corporations, they were wives or daughters in family-controlled companies, or presidents of prestigious colleges, and they were unlikely to sit in one of the few most important positions. Mills ignored women in the corporate elite because there were so few of them. His lack of attention indicates the period in which women did not incorporate in managerial level so much, so he does not attempt to clarify this issue (47).

There have been conducted four main researches about women presence in U.S managerial level: Burson-Marsteller research which was conducted for an advertising company in 1977; Beth Ghiloni's PhD dissertation in 1986; Calatyst's report, 1991, and Virginia Valian's investigation in 1998.

In 1977, the first research was conducted by Burson-Marsteller for an advertizing company. Their study was based on interviews with women managers who had been president of large companies; they

Some great corporation directors try to make their public communication more by assign well-known person such as universities presidents, prominent and famous women and youth. Their only purpose is to attract more people to show that they are performing their social responsibility efficiently (Dye 1996: 22).

could speak to 31 women. They realized that these women were highly educated. Among them 39 percent held Ph.D.'s and 16 percent held law degrees. Only 16 percent had not attained an undergraduate degree. Thus many of these women have achieved to management post according to their high education (5).

The second case was Beth Ghiloni's PhD thesis which was published in 1986. She studied the background of women managers who had worked in 1000 top corporations in 1983. She had emphasized on the upper class women and realized that they were mostly graduated in law or business manager and 27% had had PhD degree. Another interesting result was that comparing to men's, women had higher education. Ghiloni explains the four way through them women could reach high management position like this: first via "business rout" that composed 40% of women namely the ones who were owner's family and reach that position through familial connections or marriage. At that time 71 percent of the total male and female managers were from wealthy families. Many women managers told to Ghiloni that acquainting with male managers and heads of companies through colleges, schools or cultural organizations caused to be appointed for management (16). Second one was "Academic path" which includes 24 percent women in 1983; many of them were university presidents, vice presidents, or deans.⁷ The third way referred to "Volunteer career" which involved 19 percent of women. These women were especially likely to be members of the social upper class, to have attended one of the seven sister schools, and to have been in the Junior League, an exclusive service organization for women. Their experiences at the head of various nonprofit charitable and cultural organizations often put them in contact with directors and executives from the corporate world who sat on their boards of trustees. It gave the women volunteers entrée to the corporate boards. The last way is "through law field" which its graduated women were mainly from upper class and generally reached management depending on their education.

The third study was conducted by Catalyst in 1991. Catalyst studying was based on a questionnaire survey in summer 1991. Questionnaires were sent to the 500 top corporations and these results have been achieved: the average age of women directors were fifty-six, a bit younger than that of the men who sat on boards that year.⁸ Eighty-five percent had been married; 9 percent were divorced, 6 percent were widowed, more than half of

them were with children, 90 percent white, 6 percent were African and 3 percent were Hispanic. Women, who had been investigated, had higher education like the ones in 1977 and 1983 (47).

In 1988, Virginia Valian, a psychologist, during her research on educated women, concluded that women have had no significant progress in their jobs; she announced that in the field of women management in 1978 or even in 1994, only two women attended as chief directors in the top 500 companies' Board of Directors. In 1996 this number rose to four women (43).

Although the methods and sample of these researches are different from each other, their final results are identical. However they indicate many changes in women behavioral patterns over time, a fact of small proportion of women in top managerial positions in the U.S. is repeated frequently. As an example, Beth Ghiloni established her research on the basis of educated and rich women, Virginia Valian also studied women's psychological aspects and not mentioned the other aspects of the matter.

Women low corporation at the economical management level and individual capabilities

The first thing occurring to mind about limited number of women at high managerial level is their individual incompetency as their natural characteristic. But various studies show that women managers have special abilities in addition to men's capabilities which have lead to their success. These researches notify the specific advantages of women attendance in high levels of management. It is said that although the major part of American elites are composed of men and among them women portion is low, but turning into women more attending in American economical management could associate with positive effect and U.S. community would benefit from its advantages.

Women comprise about half of the U.S population, so customers can not be just men. Women presence in corporation board of director may increase the possibility of more consideration to women's issues this will make corporation brisk up. On the other hand, women attendance can change the matter of discussion in boards of director and instead of sexist language, corporation important issues would be discussed and it saves time. Shirley Hufstедler has worked in HP and U. S. West company board of directors for many years, now she is working in Harman International board of director. She believes that female members of board usually have better understanding than men and know how answer to customer and employees, because of different culture, they also prefer to be listener, they percept problems and solutions different from men, this characteristic can improve the business

⁷- 6 women among them were university presidents.

⁸- The average of men's age was 59 years old.

procedure in many ways. Women bring up questions and issues that are different from men. In May of 2002, The Conference Board of Canada published findings of a major study they did of women and corporate boards. These findings suggest a strong link between female numbers on boards and good-governance credentials. The researchers found that 94% of boards with three or more women (compared to 58% of all-male boards) insist on conflict-of-interest guidelines; that more female than male directors pay attention to audit and risk oversight and control; that women, more than men, tend to consider the needs of more categories of stakeholders and; that women, more than men, tend to examine a wider range of management and organizational performance. The findings reveal that 72% of boards with two or more women conduct formal board performance evaluations, while only 49% of all-male boards do; that companies that provide boards of directors with formal, written limits to authority have a greater percentage of women directors than do organizations with no formal limits to authority and; organizations that provide boards of directors with formal orientation programs have a greater percentage of women directors than do organizations with no such program (37).

In 2008, a research was conducted by the Roy Adler, Professor of Pepperdine University from California. He studied 215 major companies from 500 top ones and compared their financial performance. He found that companies that have women in their board itself have acquired greater profits. He indicates that companies with higher percent of women in their executives have achieved more profit from industry than the others. In this examination, it has been shown that in 1995, corporations succeeded financially, had had two or more women in their boards of directors (1). He realized 10 years later that corporations with more women in their boards are more profitable (37). However, the hypothesis suggesting that there is a strong relationship between the presence of women and better financial performance has not been confirmed yet. Nevertheless it is suggested that their presence can lead to a good business sense which is due to the nature of women, their role in the marketplace, and competition over income and benefit. On the other hand, it might be said that women are more adaptive to variations in working conditions (37). According to expertise, efficiency and effectiveness of working teams composed of men and women is more efficient and successful than single-gender work teams and it is more obvious and strong in problem solving and risk management area. Experience has proved that women are more inclined to teamwork and establishing professional

relationships with others. The researchers concluded that women are both good investors and consumer of capital (45). Studying Digital Look financial institution also shows that women overtakes men in earning up and economic progress. The main reason is hidden in this fact that women are very sensitive and accurate in wasting their capital, therefore they usually consult with different people and deliberate the issue. But men rely on the first idea comes to their mind and merely act on its basis. The men are inclined to spend much money for individual and risky idea, thus women cannot be treated as naturally unqualified and their negative performance in individual level would not be considered as an excuse for corporations not to improve their position. So it is worthy to examine the causer factor of women low attendance in U.S senior managerial level.

2. Women low attendance in economic management level: multi-causal explanatory

Women progress and achievement to the highest managerial level are considered by many people in America. Journalists, elites and academics have always tried to answer the question why this process proceeds slowly? Labor unions refer to "the sticky floors" that keep women trapped in low levels of management (12). Virginia Valian mentions in his book titled "why so slow?" that in America there is not any legal barrier for equal right, despite of it women did not enjoy equal rights to men (43). She in fact pointed to hidden barriers which cause women low attendance in managerial fields because according to the United States constitutional law, all people are equal to each other (42) and based on the affirmative act which was approved in 1967, no discrimination can be accepted in recruitment (22). Here three categories of factors which seems that composed with each other can explain limited women presence in top managerial level will be examined: Gender socialization and its consequences for women individual ability and men's attitude, gendered labor division, and existence of old-boy networks.

3. Gender socialization

Perhaps socialization could be mentioned as a basic cause of limitations in women participation in top managerial level in U.S. which overshadowed all aspects of people life thoroughly. Socialization is a continuing process whereby an individual acquires a personal [identity](#) and learns the norms, values, behavior, and [social](#) skills appropriate to his or her [social](#) position. A child's primary socialization begins at birth through interaction with his parents and family---the most important socialization in an individual's life. At this time, a person begins to form his identity. Opinions differ slightly about where

primary socialization ends and secondary socialization begins, but secondary socialization consists of influence that takes place outside the child's initial influences or socialization; thus, children learn it relative to the values and representations already learned during primary socialization. During the process of secondary socialization through school, educational institutions, mass media, and the workplace . . . his character completes. (14).

The way of men's and women's socialization is different in many societies as well as U.S. differs in childhood. Girls are trained with more or less dominance and submission behavior. Encouraging them to refrain from competition and challenging, lack of risk taking, and generally the behavior called "feminine behavior" in American culture, all are very effective on their future.

Studies show that the boys are more encouraged and supported by their parents to reach their purposes especially to management and leadership. In School according to teachers' behavior with boys and girls, in sport activities and also due to the patterns presented in the media, prepare the ground for differences in girls' and boys' abilities. Even strengthening or weakening their special academic interests among boys and girls has different models. Studies show that how boys are encouraged to learn mathematics and girls led to areas such as education and literature (39). Although each year, women University applicants are increased (47), women show less interest in Mathematics and Economics (43). Men are graduated more in these fields and women attend lower in economic colleges especially in higher levels. Low number of women professors in the field, showing their less interest in this regard (13). In 2003, only 28% in computer science and engineering and only 20% were allocated to Women (9). In addition, during 1960s and 1970s, the thought that claims women should devote their time to do housework and be obedient had been promoted to deal with the feminist thought wave and enhanced the diversities. Lack of confidence, self-esteem and high motivation in women has rooted in this problem and it is why women do not have enough toughness to be manager. Investigations also show that it is more important for women that having an occupation and control over their life and for this they do not attempt so much to reach to top managerial posts. Women feel that they are not as ready as men for some jobs and it relates to their socialization (43).

In contrast, it is said that, they should overcome their primary socialization, should not be afraid of their own failures and should try to be brave (44). If a woman wants to be a manager, she must first overcome her socialization in childhood (17). In

some cases when women overcome their socialization or fundamentally were trained in a family or educational environments that provided with more equal behavioral pattern, because the others gender socialization is different, so that they have special pre-assumption about women, their competence and capabilities and cannot accept them as managers. It should be noted that, traditionally people view to management is as a male job and believe that women have not enjoy required capabilities to do this (10).

Each of these two factors or combinations of them is experienced by many women in America. On the one hand, educated women, with expertise and experience enjoy less chance competing with men. In the social scene, men are more competitive than women. Margaret Henning and Anne Jardim in women manager journal expressed in 1976 that participation in a sport team and competition in games has been associated with so many advantages for men. Playing in sport teams teach boys how to expand their social skills and concentrate on winning. But according to them, girls have less experience in this field (23). From other dimension, differences between men and women, from the perspectives of their self-confident, familiarity to negotiation techniques, having sufficient experience in this field can be noticed (36). Most of women managers discuss and perform new interesting projects less than men in meetings; sometimes it occurs that similar projects which are performed by women, rejected because they are not perform them properly (43). This is a fact, that women's education and experience in work and generally their skills and professional choices are less than men (43). On the other hand, lack of easiness in working with women and men's suspiciousness in this field make women to be in more strict test and challenging situation, thus women force to prove themselves continuously, however male rivals do not need to do so. The idea that high-level economic activities are not suitable for women and they should not enter to these jobs make people have better vision to men's leadership and management and select them more easily, so the women have enjoyed less chances. During an interview which had been done with men and women graduated in MBA and work at Harvard University as a director, women had known their gender as a greater barrier for achieving management than other factors (48). They mentioned that they should overcome some barriers like gender and other stereotypes. It can be said that gender, race and education can cause a pre-assumption and can be effective in this area.

This causes lack of convenience for women in a masculine environment. In 1993, just 10% of

women claim that they are completely comfortable in their work places. If they commit a mistake, they will be taken to task so they do not feel comfortable. Terrie Miyamoto, an Asian-American labor relations executive at U.S. West, Inc., a telecommunications company that ranked number 62 on the Fortune 500list in 1995, uses the term "comfort zone" (means establishing a suitable emotional relationship and decreasing uncertainty level). She believes that women are needed to build relationships; they should be clever, wise and sagacious and for colored women more efforts are necessary to achieve to this comfort zone (31).

Women should be ensured that if they are selected for the board, they are comfortable in performing their duties as their men rivals. Paying attention to corporation's purpose, women should upgrade their knowledge related their work field, new and growing markets and strive more to follow-up company's revenues and profits and ultimately its development. They have to spend more time than the usual time to attract the attention of others (43).

Difference in socialization is also important from the other perspective. Since men and women may adopt different personal characteristics (or even it is supposed to have different personalities), contacts in workplace will be associated with various attitude and different expectation. It is said, in regard to women manager's issues regardless of men's point of view about them cannot be possible (29). It could be said that one of the major reason for women low attendance in American managerial level is men whom special attitude toward women prevent them to grow in their jobs. As mentioned before, boy and girls differ from each other regards to their way of socialization and this issue is clear in the manner men communicate to women managers. Sometime there is no shortage in the number of qualified women, but if the company wants to have a woman on its board, it will look for a person who fits the masculine board. Indisputable fact is that women simply cannot push men aside; in order to be accepted they have to show that they are one of the "boys" by several ways. According to recent study of PEW Institution, 49% of people mentioned male networks as a most important reason for low participation of women at the managerial level (4).

In 2009, Jody Rosener, professor of California University, searched men MBA viewpoint about the presence of women at board level. Often their response was: "We like to have a woman on board, but we can find nobody." Rosener said "I asked them to specify the characteristics of suitable person; they give me a list of various kinds of efficiency and specification which most of men in a board lacked of them. "If we find a woman thinking

as similar as us, it would be desirable and we will recruit her" (37); it shows their uncertainty towards women. The difference in taste and attention to details is another barrier between men and women. Women pay more attention to details than men and in some cases this is not acceptable for men. Men are not able to tolerate and comply with a woman director and accepting a woman as an employer is not pleasant for most of them (43).

It can be said that gender socialization will affect providing required personal capabilities and attitude for women who want to act at a senior managerial level and influence their men colleagues' attitude toward them by creating special attitudes and values among girls and boys as well as affecting personal capabilities. Additionally prevailing attitudes and values which are regarded as masculine means devaluating the values that are considered feminine and considering them as irrelevant, even if they can help companies to improve conditions. So, the women who act manly are more success to achieve to high managerial level.

4. Gendered division of labor

Gendered division of labor is one of the characteristics of human societies, but in the modern era and before the expansion of women's movement in the West, it had actually become more rigid.

Separating the private and public spheres and locating women in the private one are known as important characteristics of modern era which is linked to capitalism. On the basis of this separation, women took the home-based tasks and men were responsible for income-generating jobs. During recent decades, both women and men hold jobs in most American households. Furthermore, dichotomies such as woman/ home / private sphere versus man/ work/ public sphere are rejected in women's movement and Feminist theory. These lead to expecting major changes in this area.

Despite of transformations which have been actually shaped, the way of dealing with family responsibilities and issues are not identical among men and women. However having family and children may have no negative effect on men career, for women may cause interruption or cessation of work for ever (17). Some women are forced to wait until their children grow up, and this gap will have been associated with a great impact. In addition women give higher priority to their family than their jobs so they loss opportunities for being upgraded. During a survey in 2008 Pew research center has concluded that 34% of people believe that family responsibilities do not leave any time for women to be manager. Household takes energy very much and

bring about fatigue for women, meanwhile concentration on both, is a very hard task (9).

In some cases that women have to refuse participation in many family program like travelling, weekend, parties and so on because of their high volume of work, they get into trouble (32). In other word, in one hand women do not have equal opportunities to men because of family priority and in the other hand, if they try to prioritize their job to their family duty, their private life may expose to risk.

Gendered labor division along socialization pattern brings the other consequences. Women attendance in labor market associates with more concentration on jobs which is considered as "feminine" and related to housework or capabilities which are linked to femininity. It means that in some area there is the possibility of career progress, women are less attended and this issue relates to lower education, expertise, experiences. In 1995, during an interview with several senior MBA, Catalyst concludes that the number of women with applied experience is low especially in automobile industry, technology and manufacturing district (3). Specialty influence women's and men's efficiency and effectiveness. During the studies, men benefit more than women from specialized society, but if they enjoy required expertise, they can profit by it more).

5. Old-boy networks

Acquaintance with famous people is effective for choosing women to managerial positions. If women have the opportunity to communicate with more administrators, it can be helpful for them to enter the high-level management. Upper class women are more fortunate in this regard. According to Ghiloni, most of the women managers which had been interviewed, said that their familiarity with men manager and boss of corporations through colleges, schools or cultural organizations helped them to be selected for management easier (16). But "old-boy network" as the whole did not historically include women. Perhaps it is for that conducting business tasks with women manager is a new experience for men in corresponding corporations, in simple expression, all of them prefer to contact with a person like themselves, in order to understand each other and expect similar reaction.⁹ Differences in attitude and

⁹- For example in the early 1970s, Cecily Cannan Selby, the national executive director of the Girl Scouts of America, became the first woman to sit on the board of Avon. One of the first meetings she attended was a dinner meeting, and the atmosphere was rather tense. After the meal, one of the men offered her a cigar. "When I accepted," she recalls, "I could feel them all relax."

behavior between men and women are mentionable. The way of behaving to strange people, stress, communication and contact with people are partly different.

Most of the women managers believe that golf club is considered as a reason for discrimination. Many women managers are convinced that their careers suffer because of discrimination against them by golf clubs. In a study of executives who manage "corporate-government affairs," Denise Benoit Scott found that the women in such positions "share meals with staff members and other government relations officials but never play golf." In contrast, men in such positions play golf with a broad range of people in business and government, including legislators and government, including legislators and top corporate executives." As one of the women she interviewed put it: "I wish I played golf. I think golf is the key. If you want to make it, you have to play golf" (38).

Based on researches and interviews, there is an important relationship between golf playing and business in America, since most of merchants, managers, legislators and persons with high-level posts will be more familiar with each other during playing the game, that is completely to men advantages because women are not able to accomplish it like them and cannot enter to old-boy network. So, if the women want to enter to the "comfort zone", they should pay attention to the importance of this issue for further progress (8). Also, lack of powerful supporter and trainer is because of existing of these old-boy networks. Shortage of mentors and men who desire to provide women with their related knowledge, help them to be familiar with all aspects and details of tasks is a barrier for women managers (20). On the other hand it seems that, men support and guide their colleagues but on the contrary women who achieved to top level, do not encourage themselves (4). Contribution and assistance are low among women and they are not so interested in helping each other. However, if this group of managers hires more women, more opportunities for progress may be provided. (2). The issue that how much it relates to socialization and women avoidance to be charged to value more to their connatural must be studied

6. Conclusion

The changes in topography, altitude, In this paper, primarily, women situation in U.S. economy was described in order to answer a main question of why, according to statistics, women's presence in managerial level is lower than men and over the years

("Women on Board: Survey Indicates Inroads into the Male-Dominated Business World," *Los Angeles Times*, April 19, 1995).

their progress was very slow. The findings of this study along answering to main question show us a collection of social factors altogether cause women low attendance in management of American society. The main reason relates to the individuals socialization who presents stereotypes. The effects of these two factors on men and women create particular kinds of behavior. Also, conclusions show that women's more participation can be associated with more positive effects. Their attendance reduces the stereotype (28) and according to the issues mentioned in this paper, it can be said that in American society if barriers for women's attendance will be averted and they can exploit their knowledge and capabilities well, there are many fields for them to be fecund. The serious attendance of women is necessary in order to decrease "old-boy network" role more and more and in contrast with form "women networks". Having self-confidence is a key of progress in managerial fields and let women deal with barriers, not frustrate for failures and being brave enough to do great tasks and risk-bearing. Lack of self-confidence make women less competitive and they feel loneliness. Self-confidence and power means constructive frame of mind and movement along correct path. A person with strong entrepreneurship is more responsible and her own mental image is positive and accurate and others cooperation with her is more confidently and trust. Having a positive attitude is a key factor for transferring ideas to practical applications and their implementation and provides suitable field for innovation and troubleshooting. Women entrepreneur should accustom to take advice from every obstacle. Women could balance between the works, upgrading skills and family by having a correct strategy for playing multiple roles simultaneously. Balance between work and life makes them more successful and prepare their mind for creating innovative ideas. Having a clear and purposeful plan in this regard can also be effective. Although this trait is useful for all entrepreneurs, since women have wider family responsibility, planning will help them to balance their career and life. Women managers should encourage other women to achieve upper positions and exploit them more; lower levels should also use successful ones as their own pattern. Job choice based on knowledge and skills is considered as a characteristic for a successful manager. Having sufficient training and experts proportionate to new technology and in the field of international market can be a cause for corporations to hire women for managerial level because it make a good business sense among members and avoid wasting time as well as pay more attention to details. Women managers should encourage other women to achieve

upper position and exploit them more; lower levels should also use successful ones as their own pattern. Women tendency towards group-work, making job connection with other people as well as their attention and care to wasting investments, counseling and conferring with more people can be taken into account as a fruitful characteristic. Women in their managerial method should not imitate men at all but they should demonstrate that they can precede men by different behavior and make a comfortable environment for themselves and their corporations.

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