

## **Factors Effecting Women in Managerial Roles**

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### **Abstract**

This research evaluated women position within corporate America as well as in management supervising roles. Factors that affected women were sexual harassment, education deficiency and balancing of their professional work life with family care. The resulted indicated that female students believed that they were discriminated against at the work place than their male counterpart. Further analysis also indicated that females were now prepared to take up management positions.

**Key words:** women, discrimination, sexual harassment, corporate America

### **Introduction**

Women and leadership role has been an issue over the last three decades, generating a lot of discussions around the world about the exact role a woman should play, culturally, economically and politically women have been on the low receiving side.

For instance, during the 2016 presidential election, Hillary Clinton, a Democrat, and a woman ran against republican Donald Trump and many expected that she would have won the election to break the cycle of men dominance in American politics. However, it came as a surprise to many after the announcement of the election results that she never won. As stated in women in leadership and bewildering glass ceiling Women are often overlooked for leadership positions simply because of their sex and not because of their experience, for a male leader with no experience still stand the chance than the female counterpart, also, Women

historically were frowned upon for gaging positions such as CEO and other managerial roles. Some factors affecting women range from ethnicity, single family heads of household and education. These factors were seen through professions such as government jobs, military and fortune five hundred companies (Vanessa, 2018). Women experience sexual harassment and gender discrimination. From the small town local stores to major corporations such as Google faced struggles with these kinds of below average performance.

Women compete for equal work, equal pay, and healthy work conditions while times have evolved; new situations exist outside of the normal work day. Single parenting homes faced having to decide whether they go-to work or stay at home because there was no daycare, or they were simply not paid enough. This happens far too often in many ways to cause women to fight harder to keep the roles they have. Sometimes managerial roles are competitive for white women than black women.

### **Literature Review**

Managerial positions refer to the levels into which managers are categorized. In organizations there are four managerial positions; Top-level, middle level, First line and non-management positions. (Mitzenberg, 1973) grouped the basic roles played by the managers as interpersonal, informational and decisional. According to a recent report women have recently grown the ranks of lower and middle management, the data showed that in nearly half of 41 countries in many parts of the world, women typically held between twenty and thirty percent of all legislative, senior official and managerial positions. Jogulu and Wood, (2011) have defined A “managerial position” broadly as a term that includes positions such as Chief Executive Officers, divisions managers and heads of functions in an organization. The general premise of their definition is that people in this group “manage”or make decisions, establish policies, determine who gets hired, and more. Between the

years 1980 to 2010, the growth of women in managerial roles has decreased to such a low, some data suggest due to less gender integration. (Scarborough, 2018) In 2010 women began holding positions in administrator roles raising the percentage of women in leadership to seventy percent. The glass ceiling is still an invisible attempt to add barrier to women. In management, women are classified as having the right people skills, able to tap into female consumer power and adept at extracting employee commitment. The result is that women managers tend to have roles that are classified as female specialisms offering less pay, prestige and career promotion opportunities.

Women and men are biologically different from each other, and usually culture and society shape and strengthen gender roles. The traditional role of men is to support their family and the role of women is to take care of children and home. Traditionally, men are considered to be more aggressive and women nurturing. Different stereotypes of women and men's characteristics and roles in the society still exist strongly. (Piha, 2006, 89.) However, everyone has their individual characteristics and strengths and that is why stereotyping should be avoided. By stereotyping men as more efficient and achieving in work life, the important and valuable characteristics that women have remain undervalued (Piha, 2006, 92). Stereotyping slows down change and can act as a major obstacle when it comes to women's career possibilities.

Women's educational level is high in many parts of the world today in which women are outperforming men and thus women do not lack competence or knowhow when it comes to demanding positions. Nevertheless, the number of female leaders is low in many parts of the world.

Just recently the presidential election spoke to this very topic with then presidential candidate Hillary Clinton and the image of women in leadership. Many Americans are eager to have not only women leadership in corporate but in political areas as well. There are areas where the public sees female leaders as having an advantage. In both business and politics, majorities say

women are better than men when it comes to being compassionate and empathetic, and substantial shares say women are better at working out compromises and standing up for what they believe in. Similarly, more adults say female political leaders do a better job of serving as role models for children (41%) and maintaining a tone of civility and respect (34%) than say the same about men. In each of these cases, only about one-in-ten or fewer give men the advantage. Male leaders are seen as better than their female counterparts when it comes to willingness to take risks; about four-in-ten say men in top executive positions and in high political offices are better than women in this regard. Today a larger part of American ladies are in the work force. In 1965, thirty-nine percent of ladies ages 16 and more seasoned were in the work constrain. That percent climbed consistently. As of November 2014, 57% of ladies were in the work constrain, just 12 rate focuses lower than the offer for men (69%).

Furthermore, ladies have gained ground as far as situating themselves to move into the initiative pipeline. They are progressively taking employments in administrative positions. In 2013, over portion of administrative and expert occupations (52.2%) were held by ladies, up from 30.6% in 1968. Even along these lines, ladies keep on lingering a long ways behind men in senior administration positions. Ladies have likewise gained huge ground in generally male-ruled proficient fields. Today, around one-in-three experts in the legitimate field are ladies, as are one-in-five accomplices in private law offices. Ladies likewise make up about a fourth of U.S. government and state court judges. Ladies represent 30% of the doctor workforce in the country. (Juliana, M. Horowitz, Ruth Igielnik and Kim Parker, 2018)

Ladies keep on lingering a long ways behind men in the STEM businesses of science, technology (innovation), engineering (building) and math. Among students who were selected in designing projects in 2011, 18.6% were ladies (Horowitz et al., 2018). In 2005, a year-long

investigation directed by Caliper, a Princeton, New Jersey-based administration counseling firm, and Aurora, a London based association that progresses ladies, recognized various attributes that recognize ladies pioneers from men with regards to authority characteristics, these are Women pioneers are more influential than their male partners, When feeling the sting of dismissal, ladies pioneers gain from misfortune and continue with a go getter attitude. Women pioneers exhibit a comprehensive, group building administration style of critical thinking and basic leadership, Women pioneers are bound to disregard standards and go out on a limb. These investigations bolster that the conduct of ladies pioneers who have unmistakable authority attributes isn't just one of a kind, however potentially inconsistent with what men practice. They include: certainty, vision, trustworthiness, generosity, quietude, correspondence, perseverance, perceivability, strengthening and good fortune (Horowitz et al., 2018)

About four-in-ten working women in the United States say they have faced discrimination on the job because of their gender. They report a broad array of personal experiences, ranging from earning less than male counterparts for doing the same job to being passed over for important assignments, according to a new analysis of Pew Research Center survey data results.

Women with a bachelor's degree or more education report experiencing discrimination across a range of items at significantly higher rates than women with less education. And in some regards, the most highly educated women stand out. While 57% of working women with a postgraduate degree say they have experienced some form of gender discrimination at work, for example, the same is true for 40% of women with a bachelor's degree and 39% of those who did not complete college. The number of women in paid employment has risen significantly over the past 40 years. In developed countries especially, there are increasing numbers of women reaching

top positions in different fields of work. And new research shows how girls are doing far better than boys educationally across the world.

For all this good news for gender equality, however, some of the latest reviews of women and work across the globe reveal that on virtually every measure available, women suffer greater economic exclusion than men. Women's earnings are significantly less than men's on average between 10 and 30 percent less globally and the jobs available to women across the world remain segregated.

Many factors impact a person's ability to succeed in their career. One of the biggest factors is work life balance. Juggling all the outside-of-work demands can be overwhelming, especially if that person is a parent. Although there has been a considerate increase in the percentage of women in certain occupations, the number of female parents in the workforce is disproportionately lower than that of men. Of the employed women in the United States workforce, about 71 percent have children under the age of 18. That number is significantly lower than that of men. 94 percent of employed men in the United States have children under the age of 18 (United States Department of Labor Bureau of Labor Statistics, 2013). This data demonstrates that although our society has made large leaps in social equality, the gender of a stay at home parent still leans heavily towards being female. While it would be incorrect to assume that the women that are not employed are not a part of the workforce simply because of gender, it is highly likely that these women either left the workforce, or never joined the workforce in the first place, to take care of children or other household members. Even if the mother is not a stay at home parent, we can see another possible work-life issue that directly relates to the wage gap. In a study done by the Bureau of Labor Statistics on how men and women spend their time, we can see that women devote much more time to household duties, caring for family members, and making purchases

## Methodology

This research employed qualitative method where primary data were collected; we created a survey asking a total of five questions. A sample size of 30 female students was selected at random at Allen University in Columbia, South Carolina. Questions were generated through survey monkey. We had a 100% response rate after the survey.

### Sample questions used for the survey

1. Women are less likely to receive managerial roles over men.  
Strongly Agree    Agree            Unsure            Disagree            Strongly Disagree
2. Caucasian women are more likely to receive managerial roles than African American Women.  
Strongly Agree    Agree            Unsure            Disagree            Strongly Disagree
3. Single parenting affects women occupational success  
Strongly Agree    Agree            Unsure            Disagree            Strongly Disagree
4. Companies believe women can't lead in the workplace  
Strongly Agree    Agree            Unsure            Disagree            Strongly Disagree
5. Times are changing and women are moving to managerial roles  
Strongly Agree    Agree            Unsure            Disagree            Strongly Disagree

### Open-ended Response

6. Do you believe women are more discriminated against more than Men in the workforce?  
Why? Or why not?

### Data analysis and interpretations

Out of the 30 female students sampled and surveyed, we had a 100% responses rate surveys indicate research done showing that females are unequal to men in managerial roles vs. women. It also states that majority of the women believe that they're more discriminated against for their sexuality vs. their experience in the work field they are applying for.

Strongly Agree	Disagree	unsure
67%	17%	17%
57%	43%	0%
63%	0%	37%
33%	33%	33%
83%	17%	0%

## **Data analysis and interpretations.**

Based on the 5 questions during the survey, the data analyzed indicated that 67% of the respondents were of the view that women were less likely to be given managerial role as compared to their male counterpart, 57% of the respondents also said that Caucasian women were more likely to be given managerial role in Corporate America than black women. 43% of the respondent however disagreed those Caucasian women having an urge over black women. Data analysis on single parenting showed that 63% of the respondents were sure that single parenting affects the work and managerial role, while 37% were unsure whether single parenting actually affects their work. There was a split on the question about women inability to manage within Corporate America, with 33% of the respondents agreeing, 33% disagree and 33% unsure. The five question saw an interesting response on whether time has change and women are ready for leadership position.83% of the respondents said that women were ready for leadership role.

## **Recommendations**

As a result of the continuous complain of discriminations especially in women, we recommended the following:

1. A further research be conducted especially on Caucasian women only, black women only and Hispanic women only and compare the discrimination rate among these women
2. Further research be conducted this time among black men, Caucasian men and Hispanic men and the discrimination rate also compared
3. Discrimination rate in women should also be compared to that of discrimination rate in men and women mix

## **Conclusion**

Americans broadly trust that men have a superior shot at initiative positions in business and legislative issues, even as larger parts say that people make similarly great pioneers. There is little accord, in any case, on why ladies remain underrepresented in these fields Gender, Race and education are just a few of the main factors the women in managerial roles faced and those seeking managerial roles. Other factor such as sexual harassment plays a bigger role than most think in female managerial roles.

Many companies are actively trying to do better. Google, Facebook and Microsoft have all amped up their efforts to create inclusive workspaces. Google, for example, empowers their employees to identify their unconscious biases through training and workshops, and have made resources available publicly through Work with Google. They also recognized that men are more likely to self-nominate for promotions than women, a trend that repeats in almost every industry and workplace. This has led them to explore other approaches to encouraging applications. Research tells us that when women are active and equal in the workforce, everyone benefits. Business outcomes are improved, economies are stronger, and living conditions improve for entire communities.

This separation into defined roles is the modern-day continuation of historical biases regarding women's disposition and capacity to lead. It also reflects a certain degree of self-selection, as women choose to enter roles where they feel they fit. This, however, is inevitably influenced by the environment they grow up in a lifetime's experience of expectations to behave in a certain way as well as the reality of acting as society's careers.

It's clear that the position of women in the global labor market is not a simple reflection of their actual skills and career choices. It is a product of institutionalized exclusion, which

though allowing the mass entry of women to certain occupations is responsible for keeping them unequally positioned economically.

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