Research Article

The Position of Women in Community Management

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Abstract: There is no need to say that as a half of the human population, women play an unmatched Role in the developing process of each country, but global statistics indicate that they are in lower position in comparison with men. Women are faced with various discriminations in different areas, such as education, employment, health, nourishment, politics, family life and individual and social freedom which have caused them to get less individual and social progressive opportunities than men. This study precisely investigates the situation of women in labor market. The achieved results indicate that in Iran labor market, women are not in an entirely desirable opposition, especially considering some other social components such as education, fertility rate, marriage age and so on, while the changing process had promoted the situation in favor of them. But the acceleration of these changes is low and the necessity of more drastic changes is clearly understandable. Not proceeding to this has caused different social-economical consequences this from this point of view will end in an increase in social vulnerability of country.

Keywords: Community management, female managers, women's engagement

INTRODUCTION

World history has been watching the great and undeniable role of women in various events. Today, considering the issue of developing the countries, the role of women in this procedure is highly regarded. Holding innumerous meetings, seminars and congresses about the position of women and their role in development, affirms this issue. Through paying a bit of attention it can be understood that planning such programs also indicates another unpleasant issue which is that the role of women in development as half of the population of developing countries might have been neglected so far or at least in recent decades and it points out the existence of political, economical, social and other types of sexism (Burke and Cooper, 2005). Human society has been irreversibly damaged by the absence of women in different arenas so it has proceeded to amend this weakness during 2 recent decades. In order to reach a balance, equalization and remove the discriminations and as a consequently better an utter development, the participation of women in processes of making decisions in different levels of society is required. Fortunately, these attempts have been followed by remarkable achievements in many countries such as Norway, Denmark and Finland to name a few in which about 40% of jobs required decision making are occupied by women. Unfortunately, in many third world countries this issue

is not that much considered and only a few women occupies this type of jobs. In Iran, 8.2% of managing positions is occupied by women. Today, in many countries, empowerment of women and their entire engagement based on equalization in all contexts including decision making process and community management is considered as one of the prerequisites of constant development. The development process is not successful as much it is expected for societies in which the desired and acceptable balance about the fair engagement of men and women in economical, social and cultural activities haven't been realized and the equal opportunity of out breaking creativity and talents of human being is not provided yet; thus the continuation of development acceleration would happens when men and women take the responsibility of the development alongside each other. On the other hand, the occupation of managing positions by women not only enables women to counter with decimations such as unequal employing requirements, wages, technical education opportunities, accession to producing resources and facilities, to be promoted, but also it causes an increase in their self confidence and helps them to find an independent identity to promote their social and position which is in the favor of the whole society (Crampton and Mishra, 1999). In addition, the promotion of educated girls and women has been reared in several recent years. A survey performed in 2001 on the reasons of lack of women's

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accessibility to managing positions among staff and managers of several organizations indicated that though questioned staff and managers are aware of women's efficiency in high managing positions, just 6% of male Staff considers these jobs to be suitable for women. 30% of male staff doesn't feel satisfied to have a female as their superior. Although all of the questioned managers believed that women are well required to occupy high organizational managing positions, more than 80% considered management as a masculine job and more than 50% thought that men would be more successful and have more creativity in managing tasks in comparison with women. By and large, the results of that survey revealed the main reasons of this issue to be:

- Family responsibilities and limitations
- Less managing experiences compared to men
- Lack of social required grounds, like the absence of women in jobs such as ministration and so on
- The existence of some generic characteristics among women
- Disobedience of staff from female superiors
- The low confidence of women in this context from the sample's standpoint

LITERATURE REVIEW

In Europe and the USA, the issue of women as managers has been the subject of much debate and studies since the 1970s (Fieman, 1990; Carbone, 1992). Many of these studies assume that discrimination in the wider society results in inequities (Blanksby, 1987; Davis and Watson, 1982). Other researchers (Fieman, 1990) suggested that widespread policies and practices in the socio-cultural system perpetuate discriminatory treatment of women. Thus, Ogenyi (1997) found that in spite of the Nigerian government's efforts to encourage women participation in managerial decisions in the study place, socio-cultural obstacles still prevent women from such participation. Itzin and Newman (1995) in their study of gender, culture and organizational change produced factors accounting for why women fail to achieve their potential, their ambitions and parity with men in top management positions. Itzin and Newman (1995) listed a number of factors, which they claim were the causes of women failing to achieve their full potential at study, which include:

- The long hours expected and required of senior managers, which were incompatible with women's domestic responsibilities
- Lack of encouragement for women from male managers
- Women's lack of confidence to go for positions of power
- The prevalence of gender stereotyping
- The incidence of sexual harassment

Research findings (Kahn, 1992; Nwaka, 1995; Gary, 2010) have shown that many of the factors explaining the under-representation of women in senior management in the developed countries are apparently common to less developed nations. However, Nwaka (1995) has observed that there are a number of other factors which are specific to less developed countries, including:

- Lower participation rates in the education system among girls
- Gender division of labor
- Disapproval of non-conformist women (for example, those who object to marriage)
- Lack of training

THE THEORIES OF WOMEN EMPLOYMENT

The share of policy and valuation of all social issues including the issue of women employment follows one of these models:

Conservative theory: Whenever the policy ends in confirmation of existing condition, a conservative approach has been applied. Of course in a conservative atmosphere, no attempts to determine policies would take place unless the considered system gets into trouble and even in these times the conservative system tries to plan and reenact the existing policies with a bit of change. The aim of such approach is system consistence to price of over passing people's rights. Therefore, in conservative policy, there is no possibility of developing a new model for women's employment and such systems basically resist new changes (Rosin and Korabik, 1990; Ibarra, 1993; Buddhapriya, 1999)

Liberalistic view: Versus conservative policy, stands the liberalistic approach which forbids the determination of any governmental policy in any time or locative situation. Thus in this view the endangerment of system is not necessarily requires for determining policies about the woman's employment, rather the system always has such a right. Based on this view, what legitimatize the policy of such a system, is not the time and locative condition and, but natural and substantial right is applied by politician (Snyder, 1993; Womacka, 2004).

Moderate view: If the politician tries to determine different policies about women's employment at the time of trouble while considering time and locative appropriateness, he follows moderate approach. This approach aims to both system consistency and covering people's (women's) demands. Politicians have the right to determine employment policies while it is legitimatized by people (women). Moderate approach is an attempt to compose idealism and realism which results in achieving idealistic employment for women under realistic circumstances (George, 2002)

Feministic view: Women are pulled over, feminists say; neglecting them has caused that just a wraith of a woman remains. They add: women have lost their values degrading to an object. The gravity and turning point of feministic approach of women is their needs and demands and therefore, as they wish to be employed, government is ought to allow them to have the job they want regardless of circumstances and it should consider women's demands and decision in their employment policy even about the type of jobs. On which of the foresaid views, the framework of women's employment model of Islamic Republic of Iran policy is based or closed to? With no doubt, one of the recourses of defining macro policies of the system about the employment of women is the Constitution. The Constitution has considered this issue applying different methods in following frameworks:

The general principals of Constitution on employment model consider providing an appropriate environment for improvement of morality based on faith, piety and oppugning the symbols of reprobation and depravity as the duties of government. Thus, the jobs chosen by men and women or those which grounds are going to be paved, cannot prevent the improvement of morality or issues social depravity (Anker, 1997; Almond and Rubery, 1998).

THE CONDITION OF IRANIAN WOMEN BASED ON THE STATISTICS

Statistics shows that women have improved considerably in science during 3 decades and they could allocate 64% share of university entrance to themselves (ILR, 2010). But about their management participation, their situation is not marvelous compared to foresaid changes; for according to indexes such as the share of women in Parliament positions, the percentage of female managers out of the whole number of managers in Iran, the percentage of professional and expert women in the expert employees of Iran and the percentage of their realized income share, women are not in good position and they are also a very little share in power structure. The statistics also indicate that the rate of women presence in parliament is not more than 6.5%; in addition they only allocate 2% of a total of 17563 governmental managing positions to themselves. Even the share of Persian women in economical activities outside the house is 27.3% which is lower than many of Arab and developing countries. As half of the active population on country, women are empowered just in 12% of economical activities of the society, the percentage of female employees compared to male ones is 9.4% T and the share of female employees in senior managing groups is only 4.9%. Right now, the number of mail managers of Iran is 35 times bigger than female ones. The official statistics inform us about the existence of 3 million women who are financially the care taker of their families, most of

Table 1: Employment statistics for women and men

Ministries	Men	Women
Presidency	14854	3307
Ministry of economic affairs and finance	177246	19381
Ministry of foreign affairs	3286	235
Ministry of commerce	14583	1216
Ministry of I.C.T	59270	4509
Ministry of cooperatives	1529	276
Ministry of agriculture	110770	5607
Ministry of science, research and technology	33040	8709
Ministry of culture and Islamic guidance	8833	2216
Ministry of labor and social affairs	7824	1302
Ministry of interior	19596	1852
Islamic consultive assembly	1949	96
Judicial system	38977	6882
Broad casting	10795	1911

Statistic Centre of Iran (2010)

which are older than 50 and only 15.5% of them are employed. There is no significant and considerable difference between the condition of literacy and education between the male and female unemployed people who are in search of job (Statistic Centre of Iran, 2010).

These statistics are just a small part of women deprivation in different contexts (Table 1). A society can be called developed in case of a full social and civil multipurpose communion. Development should enable all individuals to improve their skills as much as possible. Meanwhile, increasing and improving women's participation in the society motivates the other women to increase their attempt on one hand and on the other hand it positively effects on macro level of understanding and beliefs as a whole. In a global research which was performed in 65 countries of the world, 46 women answered some questions about issues such as social supports and services, generic discrimination and women's situation in different social divisions, decision making and management. The respondents notified the tensions and conflicts derived by the interferences of social and family life, as their main wariness, most of them also described that mass media and specially TV are the equipment of cultural and social acceptability for issues such as deterrent elements in improvement of women's effective roles in society, economics and politics. They stated that constant rating on social and ethic clichés about women, these Medias merely emphasizes on the appropriate presence of women in home and family, while they don't illustrate women's social activities and their high capability in political, managing and economical contexts or they show it in a very inconspicuous way. On the other hand this research indicates that 77% of respondent women believe that, cultural values, traditional clichés and generic decimation are among limiting parameters of participation of woman in high managing and decision making levels (Abou-Zeid, 2006). To affirm the results of this research, we should say that by dividing the tasks in to in-home and social environment and

relegating the in-home tasks to women, traditional clichés and the culture of Masculism have in fact caused to divest the participation opportunities of women and became a mental paradigm little by little. Of course this special denotation is not limited to Iran, for the initial division between private and public restrictions is common even in western countries. Philosophers such as Plato, John Locke, Hobbes, Aristotle, Augustine, Rousseau, Hegel, Marx and Angels also limited the participation of women to the in-home tasks and considered the merely the role of a mothers and wives for them, while they name characteristics like the shadow of god, superior sex and the dominant gender on both home and society foe men and introduce women as being the second sex, incomplete and weak.

STRATEGIES TO ESCAPE THE DRAWBACKS OF WOMEN SOCIAL PARTICIPATION

Sociologists, experts and researchers of women arena have presented many strategies for resolving their problems and facilitating their entrance to different restrictions, which can be summarized in 2 social and structural divisions.

Cultural strategies:
- Planning for recover the cultural delay and adjustment of unreal mental paradigm based on the existence of certain conflict between family roles and social, political and managing positions of women.
- Providing a suitable cultural ground in a way that the skills of women in managing positions appears and a multipurpose cultural battle with this view point that because of preserving famine sanctum, women should stay deprived from employment and participation in senior levels.
- Changing the traditional look of families to the girls through constant family trainings to develop an equal look to girls and boys and relegation of roles and equalitarian acts between little girls and boys.
- Introducing female mangers specially the successful ones in managing levels as the role model to the society.
- Encouraging studies and researches on identifying common superstitious and incorrect traditions and finding suitable ways to fight this belief.
- Regarding the women who limit themselves to the boundaries of home and family and they are not usually interested in outdoor affaires, this matter may cause them to misunderstand about various forms of individual and social relationship. Mass Medias as the main way of political and cultural society acceptability, various programs should be presented about transferring and increasing the information of people in general and women in particular.
- Some solutions should be thought of In order to remove women's illiteracy and increase their social and political awareness and other hand primary books should be designed in a way that they support the viewpoint of people including men and women about social coordination.
- Planning in order to increase the society awareness about the women's rights from religious, legal and moral point of views by taking the most advantage of mass media.
- To change the wrong looks to women, we should first change women's view. They should be aware of their abilities and capacities and step toward realization of their substantial talents through self confidence and self-reliance and facilitate themselves by science and knowledge to prove that they have the right to participate in all managing contexts and they should also change their objective and indifferent mood and themselves as well to close the desired condition to the existing one.

Structural strategies: Removal of substantial cultural drawbacks in the way of women requires long-term planning, but structural drawbacks can be removed through changing the laws and legal organizations. Among the structural strategies presented by researchers and sociologists the following items can be mentioned:

- The quickest and most effective instrument to increase women's active participation in politics is the affirmative action. In the countries in which women have the most rate of parliament participation compared to other countries of the world, the affirmative action plays a basic role in increasing generic equation and women's abilities. In this method through quota system more opportunities are provided for women's political participation and representation (Abou-Zeid, 2006).

Quota system includes several states:
1 **Legislative quota:** In which law suggests the parties to allocate a share of their quota to women. This method is applied in some countries such as France, Argentine, South Africa to name a few.
2 **Reserved seat quota:** Based on which a percentage of parliament seats is allocated to women. This method is usually applied in countries of Africa, Asia, Middle East and the countries in which the rate of women's presence in parliament is very low.
3 **Voluntary party quota:** Based on which, parties proceed to allocate 20 to 40% of their quota to women voluntarily. This system is mostly applied in countries of North Europe.

Apart from the options 1 and 3, the other quotas are compulsory. About 100 countries around the world have applied different types of quota systems (Krook, 2005, 2006).

- Formation of some workshops to train women as potential candidates and try to adjust the law to include quotas or some laws for generic equalization.
- The role of society in characterization of children, teenagers and young people's leisure times; if this issue gets rightly planned and oriented, mental involvements and rummages would reach its minimum rate and women would be more motivated to participate in society.
- Legislation of appropriate rules and providing needed grounds to their execution specially by means of removing sexism in labor and employment market.
- Choosing conversant managers in higher levels of decision making, they should be familiar with the cultural problems of society and capable of managing skills and acknowledged about the issues of their own managing restriction, in addition, in order to provide the grounds for cooperation of capable women in coordination cycle, they shouldn't have a sexist point of view.
- Developing a database about educated and capable women to keep their scientific, researching experimental experiences and a list of training courses which they have passed along with other information which holds out their ability, to inform the governmental responsible about the characteristics of capable women in case of being needed, so that they can invite them for managing positions.
- Establishment of democracy in a way that in processes of employment, appointment, promotion, improvement and ranking, only individual potency and capability matters and capable and qualified individual get elected and the gender is not considered as a removing option.
  Planning in order to use the experiences of successful countries, in which women have the most presence in different economical, social, political and cultural contexts.

CONCLUSION AND RECOMMENDATIONS

If a society as a whole neglects half of its ingredients and their needs, talents and creativities in the way to eminence and development, with no doubt it fails to improve. The acceleration and consistence of development happens if only women and men step toward the reclamation and development of their country together without considering their genders. In order to reach constant economical improvement and increase job opportunities for women, the population growth reduction, increasing the literacy level of women as half of the population of country, especially in superior levels and increasing production and investment as a general approach are considerable. The investigations reveal that many of educational, economical, popularity index about women are less than men's and the index of women's humanistic improvement is less than the world standards and their share of economical activities in our country is lower than international level and the velocity of its improvement is low as well. On the other hand, the increase in percentage of educated women not necessarily and actually means a considerable increase in their employment and reduction of men employment as a result of replacement of economic role of men and women in the family. Meanwhile the issue of social considerations about the vast employment of women is a cultural problem and which would be resolved as times goes by. Nevertheless, because of the rush of women's labor force exposition during recent years and the imbitions of activities which were used to employ academic educated women before, the rate of educated women's unemployment is growing faster in comparison with men's. Assuming that the aim of politicians is to remove the imbalance of labor market in mentioned contexts, the needed job opportunities for educated men and women realized. On the other hand, lack of entrepreneur graduates, the vogue of factual evidence in the society and the increase in educated people's expectations from government about the providence of jobs and employment are some of other chief problems. Thus, considering the entrepreneurial characteristics and even more important than that, entrepreneurship trainings for students during their educational term can be very efficient on improving the employment in wage less divisions and finally the development of self-employment and an increase in educated people's employment. Trainings should be considered as one of the most important ways to change the level of awareness, views and human's behavior. In educational programs of universities and academic educational centers, entrepreneurship must be seriously considered as a trainable behavior. Finally, it can be concluded that through teaching entrepreneurship in universities and supporting the effective parameters on self-employment can increase the employment of educated people in wage less divisions or self-employment. Through increasing the employment and decreasing unemployment among the women of the society, the human improvement rate would go up and we would step toward constant development. By and large, the results of researches show that because of economic and also cultural-social reasons, women seek academic educations. Furthermore, the nature of expressed ideas by women shows that they would have a different look to education and work from now on. Secondly, labor market (specially the private division) applies a sort of discrimination about women weather

because of traditional culture or any other reasons. Thirdly, the main decision makers in education division, which are concerned about the educational development, pay attention to no economical affairs as well. The last reason is that presenting equal educational opportunities for everyone and establishing social justice are among the aims of universities, while economical system doesn't pay attention to these.

Suggestions: According to foresaid items, some strategies can be presented to resolve this matter and activate half of the society for better:

- Providing needed opportunities to establish assemblies, institutions, organizations and generally some centers for aggregation of women to inform them about the quantity and quality of existing potentials.
- Holding training courses for women to make them aware of their rights and individual capabilities and abilities.
- Holding seminars and forming training workshops to make managers, decision makers and politicians familiar with issue of gender and the benefits of women's more effective presence in high decision making positions.
- Encouraging and suasion of those managers who apply for women in superior organizational positions and provide the possibility of proving of their capability for them by giving needed opportunities.
- Introducing more successful women and compare them with their male counterparts based on their performance.
- Trying to adjust educational books appropriately updated and emphasizing on concepts such as cooperative Family.
- Performing scientific researches on women's issues especially about their employment, management and their role in development.

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