



Why Women are not Used in Higher Levels of Islamic Managements?

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ABSTRACT

One of the fundamental issues regarding the field of development is the amount of optimal and logical utilization of human force abilities and skills in every society. The role of employment is undeniable in human life and it can be considered as the center of human and social relationships. Half of these human forces are consisted of women, whose ignorance or even not using their abilities in proper situations, would cause huge and sometimes not compensable damages to the procedure of growth and development. This research aimed to investigate why women are not used in higher levels of management. The obtained results indicated that unfortunately, in our country, due to various factors such as social, religious, patriarchal sovereignty, costumes like the prevalent imagination of man`s ability over woman and many other limitations that have been injected to the mind of general people, no woman has the ability to have access to higher levels of government. If anyone has this ability, due to limitations in working environment, she wouldn`t want to have in such degrees.

Key words: Islam, Women, Management, Employment

INTRODUCTION

Knowledge and scientific capacity of labor force in every society is the most important and effective factor in optimal exploitation of material and intellectual resources as well as cultural, economic and social development of that society. Nowadays, realities show that the presence of women in the management field have been always weak. The existing status is due to gender inequalities, which has made many countries do various actions to solve these inequalities. Having looked at developed countries, it can be understood that the development of a society needs doing variations in women`s status and increasing their participation in social, political and economic activities of that society. Having taken this approach, active and effective presence of women is highlighted more than before, which has a significant role in the process of symmetrical and holistic development. Therefore, participation of women in various fields and in line with men has been a necessity of the current time. This study has investigated why women are not used in higher levels of Islamic management.

Management Concept

Different scholars have defined management, some of which are: Management is a set of activities including designing, decision making, organizing, guiding and controlling over organizational resources (human, financial, physical and informational) with the aim of having access to organizational purposes efficiently and effectively. [1] Management is the art of doing works by others. [2] Management is the process of designing, organizing, guiding and controlling the use of resources to do functional purposes. [3] Some other scholars have defined management as the following: Management is an activity, whose focus is on creating some changes in an organization or social system for improving general people`s life. Thus, many scholars do not agree with this idea that management is an individualistic, inherent and inborn characteristic or a set of skills that have to be learnt or it is paternal designs that are achieved according to the status. [4] Overall, it can be stated that management is a process in which, the one who is the manager, affects a group of people through using influential ability to come to a common purpose. The question of what type of managers affect mostly is dependent on the level of management. Considering management definitions,

management organization has categorized management levels into three levels: Sublime managers, moderate managers and basic managers; in each level, managers communicate with various people. Management is one of the main factors of development in every country. On the other hand, development of every society depends on the development of human resources. Since half of the population of the world is consisted of women, and as a result, they have an important role in meeting the aims of human societies, it can be expected that the presence of women in management posts can promote the performance of managers in the organizations of the country. Undoubtedly, these management abilities have been somehow distributed equally among men and women. Regarding this view, women have special abilities and have common skills in human resources` management, which are more needed in organizations regarding these days` conditions. In fact, these days` circumstances in organizations require democratic guidance as well as being sensitive to individuals` needs. In addition, women`s presence in management businesses, facilitate organizational transition regarding improvement and organizational relationships as well as the advancement of creation. Moreover, Information Technology has increased the field for the presence of women. [5]

Gender and Sexism

The concept of gender, as it is used today, has been utilized since the middle of 1970. The principle claim of this concept was that the physical and psychological effects of biological differences between women and men has made a kind of awareness among women for the preservation of patriarchy system and its power, whose content was that women inherently accept house roles better and more successfully than outside and decision making jobs. [6] In sexism studies, the concept of gender has been investigated from various dimensions regarding individual aspect (the way men and women behave, their beliefs, attitudes and gender identity), social structure aspect (sexual division of social activities or men and women`s work), and symbolic order aspect (sexual symbols, the way we think about manliness and femininity). However, in all these levels, sexuality is more the factor of asymmetry in power rather than being the factor of difference between individuals, social organizations or man thought. In other words, although gender differences is itself a part of an area of interest for the experts of sexual studies, the main issue is that how these differences make asymmetrical power relations among men and women, whose one side include submission and the other side include ascendancy. [7] Later studies in sexual fields have indicated that hidden concepts in sexual differences are socially constructed, thus they can be changed. Therefore, biological facts attributed to individuals that seem totally scientific and precise, are related to the cultural contexts and local history, which may vary from each other. [8] Sexual oppression, is a systematic behavior, in which, some are superior to others due to their gender. This issue stems from the fact that patterns and clichés make men superior to women, prevents equal distribution of power among them, thus make women obey men. Sexual oppression has a mild and undetectable nature and is imbedded in general beliefs. Many societies historically have shown people-oriented attitude more or less, so that their culture, knowledge and organization is reproductive and reflective of masculine power. Findings about men are generalized to women and their experiences. Those fields and areas that have been interesting to men were worth investigating and research. [9]

Women Employment

Historically, generative activity of a woman in home and society has surmounted vicissitudes; since their creation in the universe, women have been endeavored to last their existence along with men. However, working with the intention of having activity outside home, was realized after industrial revolution in West, which caused totally change of women`s status in the West world. Main reasons for these changes are: Gradual transition of production from home to the factory, division of public and private arena, development of industry and technology as well as cultural transition (creation of new political, cultural and industrial structures). [10] First European women, who went to work in factory environments before war, included those poor women, who were obliged to work hardly in factories with low wages. After World Wars and due to many families` being without supporter, the flood of women and children streamed to factories. [11] After World War II, and due to the effect of second feminism movement, most of women`s life changed. Changing the nature of human relations, various forms of families and vast participation of women in businesses with more income, all indicated that other options than being mother existed for them. Despite the increase of women participation in labor force during the second half of 20th century, the working pattern of many women significantly differed with that of men. Increasing women participation in labor market combined with motherhood role, which are mostly considered as "binary roles". As a result of women`s more presence and combination of employment and motherhood roles, the image of "great woman" appeared. [12]

Given the importance of development process, women employment has been considered from two perspectives. In one hand, increase of women participation meant more usage of human power. Development experts believed that among physical, technological and human capitals, the main and important variable is human capital and its appropriate usage. Undoubtedly, society, which is unable to appropriately use human labor force, would not be able to be developed. Low participation of women in economic activities would increase the ratio of dependence and economic load. Because of this increase, the quantity and quality of human power would be affected and would push double pressure on active human power and would reduce the amount of its efficiency. The issue of woman's status influenced public thoughts all over the world after the conference of national organization of Mexico in 1975; hence, many efforts were done to improve women's status. [13] In line with this dynamicity, research has undoubtedly shown that in a society where women participation is focused more in employment and economic activities, more social welfare would be resulted. Since women participation in labor market would lead to the decrease in productivity rate, increase production level and annual income, thus it would increase all society's social welfare.

Women Employment Obstacles in Higher Level Islamic Management

In recent decades, Iran has faced significant increases in the percent of women in universities; however, were the increases in the share of women employment in line with their educational increases in relation to men? Women got present in labor market of Iran 100 years after industrial societies feminine presence all over the world, because labor market, despite having modernization process, didn't have the capacity to employ women labor forces; particularly, women labor force was less worthy than men labor force. These kinds of slow economic changes along with traditional corpulent stems, which always were against women employment, kept away woman from labor market and when a woman was seriously present in labor market, many other traditional and legal obstacles appeared on her way in various forms and within special shapes. [11] Unfortunately, in our country, patriarchal sovereignty, the thought of prevalence of men ability over women, women's thought about family responsibilities and as a housewife, as well as thoughts injected to people over religion and others has made women not believe in themselves and has weakened their presence in management fields; other higher governmental degrees are not even considered. [14] There are many factors affecting the non-presence of women in working environments specially management levels; here 3 major categories of these factors have been highlighted:

1. Social and Family Factors

Some authors relate women's not having influence on a group or organization to their social role. This issue exists in all societies relatively, which causes the reduction of the effect of women leadership [15]. In Iran society, due to the existence of a past full of inequalities, injustice to women's real rights and their place and high esteem as well as their marginalization, women have faced obstacles in using the existing opportunities and being effectively present in the society. One of these obstacles is the existence of a kind of social attitude and closed cultural look, which is based on wrong beliefs and inappropriate historical customs that automatically have provided difficulties for vast and epidemic participation and real and affective presence of women in various levels of society. [5] In developing countries such as Iran, despite supports over women, they have not yet been able to have an effective role in the administration office of the country. Although women constitute more than half of the population of the country and they have hidden capacities in terms of knowledge and ability, they have very low portion (approximately 5%) in having management posts, especially higher rank management posts [16]. Participation includes all groups such as women and men. This point cannot be denied that participating in practice is low in a case that it has been generally accepted in most countries in the world. Undoubtedly, such an acceptance could be obtained because of effective participation in increasing the efficiency of organizations, generalizing democracy, improving working relations and others. Therefore, due to previously determined individual limitations to women with sexual division structure in relation to woman against man, which is accompanied with the logic of preventing ethical deviation, even if it is assumed that conditions are set for women's presence in Islamic management system, her growth and development possibility would be taken away and she will be condemned to unwanted seclusion in Islamic management.

Despite the presence of women in higher educational levels and having general competence, the number of women being employed in higher management posts, is still low. Regarding this old domination of men over official structures of a religious and Islamic society, they have been considered as the most important factor in creating obstacles for women to be employed in management posts. Other effective factors such as masculine language and in total, patriarchy supports resulting from continuous culture of hundred years ago, affecting men's power development in organizations, are also considered in this regard. Glass ceiling is a factor in an organization that women mostly face; it prevents their progress in working environments.

While general attitude toward women's working is such that they lack administration power, even if they be expert in that field, when women are called, their traditional role would flow to the mind, which would affect their job acceptance decision. [14]

2. Religious and Governmental Factors

In this category, due to the effect of religion in Iranian government, these two factors have been mentioned alongside each other, because Iranian government is an Islamic one, whose all rules have been obtained from Islamic religious law and sometimes from individual beliefs of the governor of the society. According to Islamic view, family is the main core of the society and the health and improvement of the society is known to be dynamic and in peace through healthy families. Therefore, a woman due to having innate and inborn abilities is considered as the main axis of the family, having special place in giving birth and educating future generations. Thus, according to Islam, a woman should manage inner part of families without having financial and social disturbances rather being in ease and peace and man should meet all needs and economic wants of the family. As a result, a woman due to having an effective role in meeting family needs has special financial supports such as alimony, marriage-portion, lactation wages and fair equivalent remuneration. According to Islam, rules governing families, which include rights and duties of married couples, are those rules that are based on financial and emotional supports from a woman. Therefore, as employment right of a woman has been recognized in Islamic view, the main principle is that women employment is not a necessity in an Islamic society. In such a society, Islamic rules force a man to provide all needs for his wife and children. In fact, in this view, the necessities of the life of man and woman are differently prioritized due to their physical and psychological differences; however, despite having such a principle, in some of the social and family conditions, some circumstances are necessarily held, which make women's employment inevitable. According to religious and Islamic view in the government, and regarding the existing interpretations, the emphasis of Islam religion on the presence of women in society is restricted to special jobs such as nursing, being a doctor and teacher. The ideal state in an Islamic society is that girls be educated by female teachers and women meet their medical needs through female doctors and nurses. Although this position is not directly related to financial needs of women, it is an emergency for women employment in an Islamic society. Accordingly, in years after the revolution and ruling religious government that may be considered as the beginning of tyranny over women, obstetrician-gynecologists were employed among women and in all hospitals, women were taking care by female nurses. However, maybe men could be more proficient in this regard; such conditions, though, have had happened in Islamic societies for women. For example sexual divisions in Iranian schools, have removed scientific opportunities from girls, and maybe inequality in learning knowledge, has stolen their minimum opportunity for being developed and getting progressed. Finally, this event is one of the reasons why women do not have higher-level roles in Islamic managements like men. What is now happening in the current level of Islamic management system is a systematic oppression. Women in Islamic societies have been always suppressed due to various religious reasons and they have always faced big dams of baseless beliefs and religions that were based on Islamic patterns. Undoubtedly, such an inequality of power and justice in small and big management systems can manifest the most anti-feminism aspects in an Islamic management system. The acceptance principle in Islamic management basis is a heartfelt belief as well as performing those that have been defined by the head of the management pyramid and system; believing to cover oneself (Hijab), believing and firmly performing Faqih governance, resurrection principle and prophecy. Nonconformity of individual's thought with each of these principles can cause one's exclusion from being accepted in any organization in a religious system. Practical frameworks in an Islamic management system are monotonic, which seeks to exclude women in social and managerial environments. It can be said that general belief of the Islamic management system tries to integrate it with an approach driven from sexual oppression and preserves preset conditions and principles. The existence of observing organizations with various filters in Iranian management system has caused women not have occupational security in any levels of management and maybe be expelled from embedded principles of the system with even a small fault. Overall view of the system in Islamic management is based on the centrality of Guardianship of the Islamic Jurist (Velayat-e Faqih), and any idea and thought of the leader of this religion distinguishes the policy of the managers and governors. For example, while interpreting the leader's view toward women employment in Islamic perspective as well as presenting the conditions of efficient use of women labor forces in society, following has been stated: "Islam is not only in agreement with women's employment, but also, believes that women should work to the extent that their job wouldn't interfere with their major duty which is educating her children and taking care of family. This issue shouldn't be inconsistent with generosity and moral and human worthiness of a woman. A woman shouldn't be weakened and humiliated. Pride is indecent from all human beings, unless from women in front of alien men. A woman should be arrogant against alien men. She shouldn't have humility while speaking with another man. This is to preserve her generosity. Islam wants

this issue and asks this pattern for a Muslim woman". All these beliefs indicate that principles not only should be preserved regarding Islam religion, but also it should be performed based on individual beliefs of the governor, and if women were placed in other social and management posts other than what has been determined to them, they may cause ethical social deviations and threaten women immunity and damage their reverence. This is while, women's presence in management system has reduced official and structural corruption of any system in many western societies having Christian religion through their social place and preserving ethical frameworks in women.

3. Customs and Traditions

Expanding masculine culture in working environments is one of the other obstacles of women development. Hofstede believed that in this culture, patriarchy index and working stress in working environment is high, and women are less employed in high-level jobs. [17] Due to patriarchal culture, negative attitude of higher-level managers in accepting women in key and management posts, has a significant role in not accepting women in this regard. Since managers do not trust women in terms of their working and prejudice them in terms of their success regarding guardianship and management posts, women's occupational development, would undoubtedly face difficulties. [18] According to religion, world is governed over some traditions. Traditions such as sending prophets, being serious about accepting the right, limitation for blessings, differences, helps, decorating performances, seeking to move by degrees, giving a respite and extreme poverty and being tested are some of the most important God given traditions. What has been happened during these years in the current society of Iran is the result of a movement, which has known itself as the divine right. Given its time span, this event has continuously affected costumes of ordinary people and has been altered to a part of their traditions and beliefs, while, many of the weakened rights of women over past centuries, were their principal rights.

Conclusion

According to the conducted studies in terms of women employment, employing women and providing appropriate facilities for their economic and social activity, in a way that they be in line with women's needs, interests and their life phase, can benefit them, their families and society from many advantages. It may lead to their characteristic, economic and social growth. [11] Limitation of opportunities and fields of business for women and differences in having access to occupational opportunities specially in higher level management posts among women and men having the same educational level, shows that current society of Iran, has not provided appropriate space and condition for women's active presence and has ignored their motivation, interests and needs. Governmental and religious factors governing the society takes away the opportunity of women to have any posts in higher-level management places and excludes their entrance allowance to this district. Governmental rules, and religious rules and more importantly, wrong thought and beliefs injected to people over centuries, all have been located in front of women's path like a harsh dam; these women had high intelligence and innate talents which made them capable of being educated in higher degrees of education and be useful to their own people and society; however, due to mentioned reasons, they never could reach to their desired places. Nowadays, it has been proved in the world society that equal presence of women along men in decision-making processes is one of the important democracy conditions, which affects social management quality significantly. The difference in the way women and men manage, signifies the importance of women's presence along men because any organization whether governmental or not, needs the best manager; undoubtedly, using proficient and educated women would lead to taking a step toward success. Women identity carry characteristics such as patience, kindness, teachability and generosity and companionship; each of these characteristics would be one of the necessities of a successful manager in a system. Not paying attention to the role of women and the managerial view in organizations and Islamic societies can gradually affect their social role and efficiency. Oppression management in the current management system of Iran endeavors to suppress soft influence and feminine identity. Despite having deep stems of sexual division in culture and Iranian activists' minds, investigated studies indicated that modernism and rehabilitation as well as structural changes should be created in Islamic governance. This measure would weaken sexual divisions both in the minds of individuals and in the identical statuses of the society, thus solving problems and obstacles of women employment in family and society. Although women's presence can be increased in labor force, their progress in management occupations wouldn't be felt that much. Therefore, the concept of religion should be separated from management so that capable and appropriate managers can be selected from among women and they can be appointed to higher level management posts to take a great step toward society's development. Although without considering age, educational degree, expert knowledge and physical as well as psychological and family conditions, presenting a

general approach for the employment of all women is not logical. But what is certain and we try to create, is the necessity of governmental support for setting meritocracy in appointments, right and benefits' equality for all employees (without considering their gender), creating and expanding women's presence in management posts and appointing them to posts that are in real their right, cooperating with women while making decisions about the country, making them understand the concept of equality of woman and man's responsibility in preserving the core of family and removing wrong thoughts and making distance between the rules of religion and government, whose existence has caused women's physical and psychological presence to be ignored. Thus women should have the right to have high management posts, which is considered as one of the most important policies for women's competent presence in economic and social circumstances.

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