

# Attitudes toward women managers in public sector of Pakistan and its impact on their career progression & Quality of life Moderating role of Masculinity/Feminity

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## ABSTRACT

This paper examines attitudes toward woman managers more specifically; this paper tries to identify the impact of attitude and different stereotypes on woman career progression and quality of life with moderating role of Masculinity/Feminity. To address the purpose, data was collected from 80 Female managers from Public sector organizations. Then data was analyzed by using correlation and regression analysis. The analysis indicates that; there was significant positive relationship between Attitude towards women manager and masculinity/Feminity. Second Masculinity/Feminity moderates the relationship between ATWM and career progression in such a way that high Masculinity/Feminity will weaken the relationship. Implication of results and limitations are also discussed in the paper.

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## Introduction

The lack of involvement of women on managerial positions in last few decades is a big concern especially in Pakistan. However, currently there are no specific legal requirements that protect the rights of female workers to have equal employment opportunities (Chris Rowley, Dr Vimolwan Yukongdi, 2010) women in Pakistan mostly suffer from market discrimination and remain concentrated in less pay and low-status jobs (Sadaquat, M.B, 2011) There are a few stereotypes regarding women managers that masquerade Obstacle to their career development as professionals. It seem that, in the workplace in majority of countries, male characteristics are seen as being managerial and women are expected to be supportive rather than decision makers (Betty Jane Punnett , 2016) Women are normally not supposed to hold top positions (Eagly, Carli, 2007). According to them many people hold the perception that only male can be effective leader or manager. Same perception organizations have in Pakistan especially in public sector (Farhan Sarwar and Abdus Sattar Abbasi, 2013).

Pakistani women enjoy respectable position and both males and female employees has neutral attitude towards women in managerial position. In recent time women are applying in all type of managerial post even in masculine Jobs and performing very well. (Uzma Ali, Ayesha Khan, and Seema Munaf, 2013). Turkey and Pakistan found that there were significant differences in several managerial attitudes between the two countries. Both women and men in Turkey were found to have a very negative attitude towards women managers as compared to Pakistan. (Semra, Raheel, Sevcan, and Mehmet, 2006). Organizational culture also plays a vital role in deciding that women or men are

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suitable for manager post. The presence of women in top management positions especially in public organizations is quite low. The main reason is that it is assumed women managers cannot handle political influence in public organization (Simona Claudia, 2008). Females expressed more positive attitudes towards female managers than males at workplace. (Rachelle Cortis and Vincent Cassar, 2005). Female subordinates feel more comfortable with women managers than man even Pakistani culture. (Kathryn E. Lewis, 2010). attitudes towards women as managers In four countries USA, Japan, India and Mexico and found negative or unfavorable attitude towards women managers have played a significant role in promulgating the employment and career discrimination faced by women in all four of the countries. (Shanthi, Robert W. Allen and Shiori Sakamoto, 2011).

Women's rapid progress & career progression depends on recognize the constant nature of these negative attitudes towards women and continually in the hunt for ways to ensure that these attitudes do not dislocate their success (Virginia E. Schein, 2007) . While the glass ceiling does not apply to women today, barriers still exist that obstruct them from getting managerial positions (Eagly, Carli, 2007). Leadership theories can play a vital role in reshaping attitude towards women managers and to enhance their profiles as a leader or manager (Uma D. Jogulu, Glenice J. Wood, 2006) Male employees and non-employees have less favorable attitudes towards the idea of female managers than women do. Such attitude discourages women managers to have feelings of quality of life and progress in career development. (Beatrice Adriana Balgiu, 2012) .

Pakistan considered being a masculine society as compare to feminine. In Pakistan the gender roles are more differentiated. Bias against woman managers are well-documented in the literature, and there is evidence that woman managers are evaluated less favorably as compare to male counterparts, are liked less than their male counterparts and are penalized for adopting masculine leadership styles ( Kim M. Elsesser , 2015) Many qualities of a successful manager, such as ambition, impartiality and a convincing attitude, have been linked with masculinity (Guney, Gohar, Akinci, & Akinci, 2006). Male Dominant country like Pakistan women has very lower option to make progress as a manager but still if lower employee and organization support to women managers they can make a rapid progress in career development as well as it will improve their quality of life too. ( Nasir Islam, 2004) .Number of people believes that women can disqualify for taking responsible position in masculine jobs. (Herbert and Yost 1978) but now a day women are improving themselves as a good manager in masculine jobs too.

The aim of this paper is to check out impact of attitude towards woman managers more specifically, this paper tries to identify the impact of attitude and different stereotypes on woman career progression and quality of life and moreover another contribution that i have made in this paper that attitude women managers have never been explore in Pakistani context especially in Public sector, this gap need to be filled because it will help to reshape attitude towards woman manager and also it will help to minimize this obstacle that woman are not suitable for managerial post. Role Congruity Theory supports my research. A role congruity theory of prejudice toward female leaders proposes that perceived incongruity between the female gender role and leadership roles leads to 2 forms of prejudice: (a) perceiving women less favorably than men as potential occupants of leadership roles and (b) evaluating behavior that fulfills the prescriptions of a leader role less favorably when it is enacted by a woman (Alice H. Eagly, Steven J. Karau, 2002)

## **Theoretical Framework and Hypotheses**

### **Attitude towards women Manager and their Career Progression**

Attitudes toward women managers have been broadly investigated in previous literature. Still it is important to define the concept of attitude. Attitude is enduring response dispositions with emotional, behavioral and cognitive components. They are evaluations of objects, issues, or persons and based on affective, behavioral and cognitive information (Taylor et.al, 2006). Attitude of a person can be defined as a positive or negative assessment of an object. Objects include people, things, actions and issues. Women often have to face several attitudinal barriers, which in turn may explain the lack of female participation in managerial posts. Think manager think male is a global phenomenon, especially among males dominant organization (Schein, Müller & Lituchy 1996; Schein & Davidson 2013). Therefore this phenomenon has created many obstacles in women managers' career progression especially in male dominant culture and organizations. Although recent literature have suggested that women are perched to climb to leadership positions the way may be difficult because of negative bias toward women in roles that has in the past been viewed as being the preserve of men (Heilman 1983; Wolfram 2007 & Robert, 2008). These stereotypes have created a situation where males refuse to adhere to instructions given to them by their female superiors negative comments are passed against female manager and directives from female managers is less obeyed and females with qualification equal to those of men being considered less competent (Helen, Frederick, & Collins, 2014). The traditional concept of career was progression of an individual to go up an ordered hierarchy within an organization or profession of work. Therefore, career is an important component.

However, what used to define the concept of career is now disjointed because of globalization and our constant exposure to ever changing technology (Watts, 2004). Women tend to stay in doer position with low-paying jobs while men plan organize direct and control (Curran, 2001; Carli & Eagly, 2001). Ridgeway (2001) demonstrates the negative effect of the ideal worker belief to working mothers. As sanctioned by the belief that a good mother must give less effort and priority to work demands she is therefore seen as a less committed worker. Furthermore, Ridgeway added that this biased belief is likely to create barriers to women's advancement in the workplace. The slow progress made by talented, educated, ambitious women managers is now having some negative effects on their career progression (Burke & Susan, 2004). In Fitzgerald, Fassinger & Betz (2007) studies and it was argued that career succession of women managers is far more complex than for male managers, because more often than not, women managers had to face negative stereotype towards their career progression and promotion. Many culture in the world believe that men has the first rights for the top managerial position and women who are in those position often has their power resisted because they are thought to not be good enough and not productive as the males (Mordi, 2011). However recent study shown that attitude towards women manager is more favorable in Pakistan as compare to turkey (Semra, Gohar & Akýncý, 2010). To criticize or to object to administrators is not awidespread tradition in Pakistan, whatever their sex is because of this tradition, people in Pakistan tended to show positive attitudes toward their leaders and executives. According to Yusoff, Kassim and Seenivasa, (2011 p. 363). "Gender discrimination is unjust behaviors of employers against women in managerial

selection, placement, and promotion and training decisions". Bosses will not take women employee seriously when it comes to promotion matters even though both male and female contribute to the organization differently (Nieva & Gutek, 1981). Thus negative attitude and stereotypes are the main issues that are stopping women Managers from their career progression chances (Harlan & Berheide, 1994; Hayfaa & Kauser, 2011; Auster, 2001; Mordi, Adedoyin & Ajonbadi, 2011; Giroux, 1991). Therefore men are much more negative toward women executives than are women so women executives may expect to continue to suffer from discrimination and stereotyping for some time to come.

### **The relation between ATWM and quality of life**

Rice et al. (1985) have defined the perceived quality of life (QOL) as a set of affective beliefs directed toward the totality of one's life (overall perceived quality of life) or toward specific domains of life (e.g., perceived quality of work life or perceived quality of family life). However personal choices are affected by the cultural environment in which people brought up, thus one can expect definition of quality of life concept to be culturally dependent as well. The important part of quality of life is the affect consequence, which has been described by Naylor et al. (1980, cited in Rice et al., 1985) as a psychological state, or feelings and therefore, cognizant of pleasure, happiness, well-being or satisfaction. Quality of life or life satisfaction has been found to be related to barriers to career initiation (Blustein, Phillips, Jobin-Davis & Finkelberg, 1997), career salience (Burke & McKeen, 1993), Promotion and subordinates behavior (Eby, 2001). Other studies reported that while men and women have similar educational attainments, there are differences in promotion and salaries (Al-Lamki, 1999, 2007; Whiteoak et al., 2006; Jamali et al., 2005; Eid, 2002; Wilkinson, 1996; Seikaly, 1994). Such discrimination and attitude effect female manager's quality of life and life satisfaction and discourage them towards managerial positions.

Several studies have used overall life satisfaction, well-being and quality of life to explain the same construct (Adas, 1996; Judge, 1994; Aryee, 1999) and these terms are used interchangeably. In this research, the terms quality of life, quality of work life and quality of non-work life reflect an individual's perception. Quality work life and quality of life encompasses mode of wages payment, working conditions, working time, health hazards issue, financial and non-financial benefits and management behavior towards employees (Islam & Siengthai, 2009). Therefore positive attitude and behavior without having any gender discrimination towards women managers can enhance their overall life satisfaction and quality of life as well but negative attitude and behavior can be a major problem in women managers' life satisfaction regarding their quality of work and quality of life. Cooper and Davidson (1982) founds that female managers encounter more stress than their male counterparts. Shamir and Solomon (1985) have defined quality of work life as a comprehensive construct that includes an individual's job related well being and the extent to which work experiences are rewarding, fulfilling, and devoid of stress and other negative personal consequences. Thus a positive attitude towards female managers from their spouse and adoption of practical family friendly policies by organizations is likely to enhance productivity for the female Managers and increase their life satisfaction and similarly a negative attitude will create hurdles in female manager's life satisfaction and quality of life. Moreover, when satisfaction with one's career as whole is considered, it has been found to be

positively related to life satisfaction and quality of life (Beutell & Wittig-Berman, 1999; Wiener, Muczyk, & Martin, 1992).

### **Moderating role of Masculinity/ Feminist between ATWM and Career progression**

According to Hofstede (1983) masculinity represents a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented. In organizational context masculinity versus femininity is sometimes also related to as “tough versus tender” cultures. All social role divisions are more or less arbitrary, and what is seen as a typical task for men or for women can vary from one society to the other. We can classify societies on whether they try to minimize or to maximize the social sex role divisions. Some societies allow both men and women to take many different roles. Others make a sharp division between what men should do and what women should do. Etzkowitz et al. (2000) found that women face a series of gender related barriers to success in male dominated careers.

Women are typically viewed as ‘honorary men’ or ‘flawed women’ for attempting to participate in fields traditionally dominated by men. Evetts (1997) writes that if the woman is an efficient, competent manager she is likely to be judged unfeminine, but if she demonstrates the supposedly female qualities of care and sensitivity she is likely to be assessed either as an inappropriate and inefficient manager or as a good female manager. Such state of mind can also effect the career progression of women managers especially Pakistan considered to be masculine society so this factor can effect women managers’ career progression. Research studies indicate that women who seek entry into male-dominated cultures either have to act like men in order to be successful, leave if they are not adaptable to the culture, or remain in the industry without behaving like men but maintaining unimportant positions (Bennett et al., 1999). Maurer (1994) males are evaluated more favorably than are equally qualified females within a male type profession. Engineering as a masculine profession has reproduced the perception that engineering is unsuitable for women (Powell, Bagilhole & Dainty, 2009). Therefore it is perceived that being masculine and feminist culture can also moderate the relationship between attitude towards women manager and their career progression.

Hence, we hypothesize that,

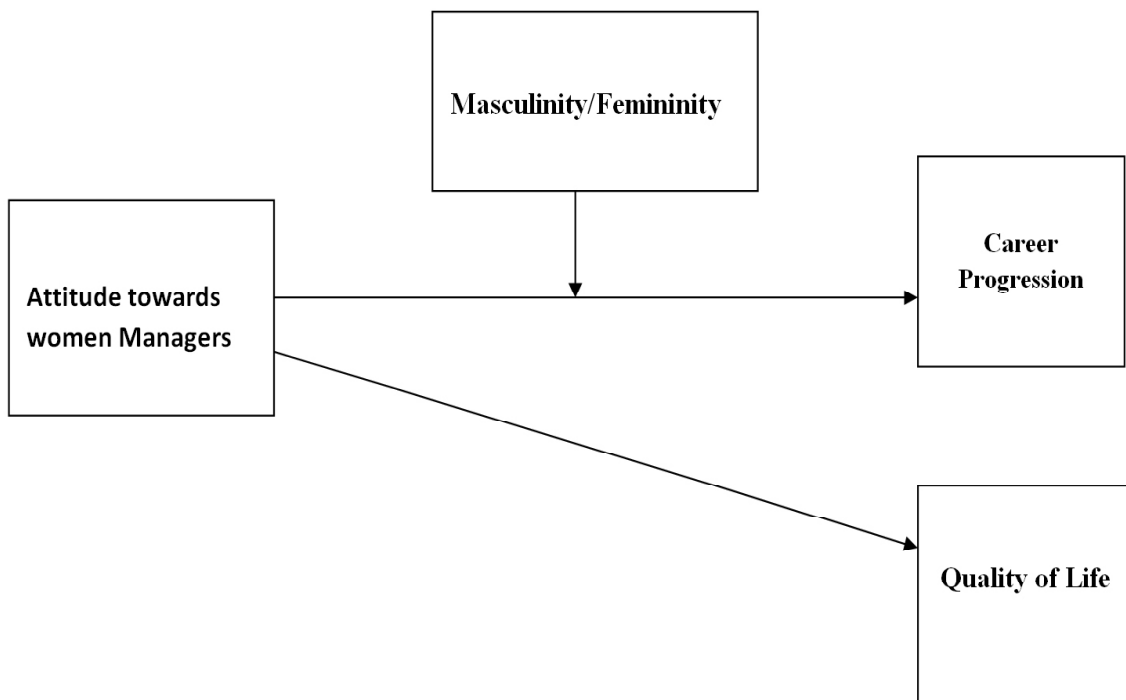
*H1: masculinity/femininity moderates the relationship between ATWM and Career progression.*

### **Moderating role of Masculinity/ Feminist between ATWM and Quality of Life**

Masculinity and femininity represents the dominant sex role pattern in the vast majority of both traditional and modern societies (Hofstede, 2001). Therefore normally it is perceived that women cannot handle decision making positions. Performance orientation is seen by many researchers as equal to high masculinity (Matveev & Nelson, 2004). In Pakistan being a masculine and male dominant society women often neglect to consider for managerial position. Normally it is assumed that women

cannot perform well under stress. Management is generally associated with masculine discourses and practices (e.g. authoritarianism, competitiveness, disciplinary, instrumentality, control) (Kerfoot and Knights, 1993, 1998), therefore the identity work that women undertake when working as managers may be conflictual, contradictory and may produce strain on one's performance (Priola, 2007). Thus women's attitudes, behaviors, traits and socialization handicap them in the masculine corporate environment. (Morrison & Von Glinow, 1990). Almost all of the evidence shows little or no difference between the traits, abilities, education and motivation of managerial and professional women and men (Powell, 1990). Therefore such attitude and behaviors affect quality of life of women managers when they feel they are not equally treated by top management regarding promotions and to have decision making positions just because of their gender. Hence, we hypothesize that,

*H2: masculinity/femininity moderates the relationship between ATWM and quality of life*



## Methods

I conducted the study in public sector organizations of Pakistan where women are widely visible and acceptable. Four public organizations (National Bank of Pakistan, Civil Services department, Nadra and Lahore Development Authority) were purposively selected for the study. The total populations of the selected organizations were estimated to be 200. The respondents were asked to complete the Women as Managers Scale (WAMS) developed by Terborg, Peters, Ilgen, and Smith (1977) to assess the attitude and stereotypes towards women in the role of manager they faced. WAMS

contains 21 statements, each rated on a 5-likert scale. With low scores indicating a traditional stereotype of women as managers (a highly unfavorable attitude toward women in management that is women are believed to be less competent in management than are men, and high scores indicating a less traditional stereotype.

I contacted respondent personally at workplace and telephonically. Data was obtained off site. Personal and professional relations were used for identifying respondents and encouraging their participation. Respondents were requested to report information on all four variables in the questionnaire and return through expeditious means including courier service. The respondents were alerted to select responses based on their actual thinking and avoid wishful thinking. I confirmed the respondents complete anonymity of information. 150 questioners were distributed out of which 75 were received back and 65 were usable. Thus the response rate was 50 %. 64% of respondents were within age bracket of 26-33 years. After collecting the questionnaires, these questionnaires were punched into SPSS sheet for further Correlation, regression analysis and also to determine the reliability of data. I controlled age, gender, qualification and experience.

## **Measures**

### **Attitude towards women managers**

I used 21 items scale taken from Women as Managers Scale (WAMS) to measure attitude towards women as managers including stereotype and obstacles (Terborg, Peters, Ilgen, and Smith 1977). Sample item include "Society should regard work by female managers as valuable as work by male managers". Cronbach alpha of ATWM was .74.

### **Career Progression**

I used 10 items scale to measure career progression of women managers which was developed by (Kow, Syen, Xiang , and Keat 2012). Sample item include "Mentoring help woman in their career progression". Cronbach alpha of Career Progression was. .79.

### **Quality of Life**

Quality of life was assessed using a ten-item scale developed by (Quinn & Sheppard, 1974; Staines, Pottick, & Fudge, 1986) respondents were presented with seven bipolar items that describe "how you feel about your present " Each bipolar item was answered on a 5-point scale where 1 represents the negative phrase on the left (e.g., boring) and 5 represents the positive phrase on the right (e.g., interesting). Cronbach alpha of Quality of life was.76.

### **Masculinity & Femininity**

Masculinity & Femininity was assessed using a five-item scale developed by (Dorfman & Howell, 1988). Sample item include "Meetings are usually run more effectively when they are chaired by a man". Ratings were completed on a five-point scale (1=strongly disagree to 5=strongly agree). Cronbach alpha of Masculinity & Femininity was. 78.

## Results

**Table 1 : Means, Standard Deviations and Correlations**

	Variables	M	S.D	1	2	3	4
1.	ATWM	4.78	0.55	1			
2.	MF	3.82	0.67	.497**	1		
3.	CP	3.66	0.57	.234**	.372**	1	
4.	QOA	2.96	0.45	.425**	.208**	-.154*	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 1 presents correlation among the model variable. There was significant positive relationship between Attitude towards women manager and masculinity/Feminity ( $r=.49$ ). There was significant positive relationship between Attitude towards women manager and Career progression ( $r=.37$ ). There was significant negative relationship between Quality of life and Career Progression ( $r=.15$ ).

**Table 2 : Results of Moderated Regression Analysis**

Predictor	Career progression		
	$\hat{a}$	R <sup>2</sup>	"R <sup>2</sup>
ATWM			
Step 1:			
Control variable		0.03	
Step 2			
ATWM	0.47		
Masculinity/Femininity	.47**	0.48	0.41**
Step 3			
ATWM × Masculinity/Femininity	-0.30*	0.69	0.46

\*\*\* $p < 0.001$  (two tailed); \*\*  $p < .01$  (two tailed); \*  $p < .05$  (two tailed).



Table 4 shows the result of the moderating test, so according to the table Masculinity/Femininity moderates the relationship between ATWM and career progression in such a way that high Masculinity/Femininity will weaken the relationship. Because the value of  $\hat{\alpha} = -0.30^*$ . So the first hypothesis is accepted which is masculinity/femininity moderates the relationship between ATWM and career progression.

**Table 3 : Results of Moderated Regression Analysis**

Predictor	Career progression		
	$\hat{\alpha}$	R <sup>2</sup>	"R <sup>2</sup>
ATWM		Quality of life	
Step 1:			
Control variable		0.10	
Step 2			
ATWM	0.67		
Masculinity/Femininity	.29**	0.31	0.33*
Step 3			
ATWM × Masculinity/Femininity	-0.27	0.47	0.59

\*\*\*p<0.001 (two tailed); \*\* p< .01 (two tailed); \* p<.05 (two tailed).

Table 4 shows the result of the moderating test, so according to the table Masculinity/Femininity moderates the relationship between ATWM and Quality of life in such a way that high Masculinity/Femininity will weaken the relationship. Because the value of  $\hat{\alpha} = -0.27$ . So the second hypothesis is accepted masculinity/femininity moderates the relationship between ATWM and quality of life.

## Discussion

The purpose of the present study was to examine the linkage between Attitude towards women manager and its impact on women career progression and Quality of life by focusing on Masculinity and Feminity aspects as a moderator. The study found a significant difference in attitude from public organizations towards women managers. My findings suggest that there is a significant difference between attitudes of males regarding women as managers. This shows that men are less likely to

accept women as managers, while being more likely to stereotype the managerial role as a male occupation (Uzma Ali, Ayesha Khan, and Seema Munaf, 2013). Results indicates a number of barriers to female advancement in Public sector organizations, including masculine organizational culture (White, 2003), inadequate networks, mentors and role-models (Quinlan, 1999), work and family imbalances (Ward and Wolf-Wendel, 2004) and gender power imbalance in the workplace (Oakley, 2000), These stereotypes have created a situation where males refuse to adhere to instructions given to them by their female superiors.

This study has tried to find the main career progression barriers for women managers in Pakistani society.

My results show that lack of organizational support, negative stereotype and job restrictions (location, salary, promotion etc.) are the main barriers to career progression for women. This finding can be a guide for administrators that seeking to ensure equality in the work environment. Furthermore study suggests males still hold significantly more negative attitudes toward women managers than females. Attitude theory and research (Fishbein & Ajzen, 1975) suggests that male managers with negative attitudes are predisposed to act on these attitudes when dealing with women in organizations. Such actions may be particularly detrimental to women managers with respect to advances in salary and higher position. Attitude towards women managers is associated with their quality of life. Study suggest quality of life is invariably highest for those who are more engaged or more satisfied with their jobs and who don't face any stereotype and is lowest for those who are not satisfied with their jobs or stereotype they face.

First, I found that Masculinity/Feminity moderate the association of Attitude towards women manager and Career progression leading to acceptance of my first hypothesis. My finding indicate that women who seek entry into male-dominated cultures either have to act like men in order to be successful, leave if they are not adaptable to the culture, or remain in the industry without behaving like men but maintaining unimportant positions (Bennett et al., 1999). Pakistan is considered to be Masculine culture. Evetts (1997) writes that in masculine culture if the woman is an efficient, competent manager she is likely to be judged unfeminine, but if she demonstrates the supposedly female qualities of care and sensitivity she is likely to be assessed either as an inappropriate and inefficient manager or as a good female manager.

Second, I found that Masculinity/Feminity moderate the association of Attitude towards women manager and Quality of life leading to acceptance of my second hypothesis. Results evidence shows little or no difference between the traits, abilities, education and motivation of managerial and professional women and men (Powell, 1990) .Therefore such attitude and behaviors affect quality of life of women managers when they feel they are not equally treated by top management regarding promotions and to have decision making positions.

## **Theoretical and Practical Implications**

The findings provide further support to existing literature of Attitude towards women managers and impacts their career progression and quality of life. Main theoretical contribution of my study is that many researchers have done this topic but most of them research on attitude towards women managers without discussing its impact on any other outcomes. Moreover, prior studies have not examined the moderating effect of masculinity and femininity between career progression and quality of life.

Several practical implications can be derived from our findings. First the finding suggested that the organization should not look down on women because they are equally capable as men. If organizations are capable of providing the same support they gave to men, women surely will be equally successful as men. Second encouragement and promotion increase women managers' satisfaction level towards their jobs and quality of life so to promote greater feelings of satisfaction among female managers top management should clearly articulate a vision that inspires female managers to take greater responsibility for their work at all organizational levels. No gender discrimination for promotion and glass ceiling may also facilitate feelings of satisfaction among female managers.

## **Limitations and recommendations**

As with other research, this study admittedly has certain limitations. Due to lack of resources and shortage of time a small sample size was selected to participate in the study this may be the reason for some results showing variability, and generalizability might be an issue. The sample size of 80 respondents may be insufficient to represent the total population of women managers in Public sector of Pakistan. The sample drawn only from few public sector organizations is not generalizable to the entire country.

Secondly there are insufficient studies which are done locally if compared to the foreign countries. Therefore, foreign studies and journals are used and they may not be applicable to the local context. Furthermore, it is very difficult to gain access to certain secondary data due to limited budget since a fee is required to purchase them.

Limitations of studies make issues unclear. Hence, future researchers who intend to do further studies in Public sector of Pakistan related to Attitude towards women managers need to cover more locations that are not covered by me in order to increase the validity of future research. Future researcher can studied attitude towards women manager with other cultural dimensions like Power distance as moderator. Future researchers should also consider other sectors that are not focus by our studies such as private sector.

Furthermore women should be allowed to know how they are performing and given the chance to assume responsibilities; attitudinal stereotypes can be beaten only with greater exposure of employees to female leadership and with quantitative and qualitative data on the effectiveness of women managers. Opportunities for promotion, training and salary administration should be on an equal basis in order to offer favorable career prospects to women and enhance their self-confidence.

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