

Original Article (Qualitative)

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Public sector working women's understanding of the organizational atmosphere in the path of employment and promotion

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Abstract

The purpose of this research is to understand the women working in the public sector about the organizational climate in the path of employment and promotion. According to its purpose, the research method is applied, and in terms of implementation, it is qualitative, of thematic analysis type, and in terms of its nature, it is fundamental and descriptive. The statistical population of the research includes 14 women working in the central bank, and the sampling was done in a purposeful and snowball manner, and the interviews continued until theoretical saturation was reached. The data collection tool is a semi-structured interview. For data analysis, MAXQDA 2020 software was used for coding. The results show that 60 themes as basic themes, 15 organizing themes (unsupportive environment, positive organizational climate, bee syndrome, legal gap, empowerment, lack of protective laws, discriminatory structure of recruitment and promotion, gender bias, hierarchical relationship, etc.) work, incompatibility of job structure and family obligations, measuring productivity, job identity, individual characteristics, women's needs) and finally after comparing and analyzing the themes of the organizer, 3 main categories under the title of inclusive themes (ruling atmosphere from women's point of view, possibility Employment in the middle to upper level, women's belief about career advancement) was identified and finally, the model of public sector working women's understanding of the organizational climate in the path of employment and promotion was identified.

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Extended Abstract

Introduction

In today's world, development is referred to as a concept that has global attention, especially in developing countries; and achieving its different dimensions is always present in planning and targeting. Achieving development is not only very important in itself, but faster achieving of it is also very important among the countries of the world as a privilege in this competitive world. In order to speed up the development process, it is necessary for societies to use their human resources efficiently. Development is a multidimensional concept that can be examined from different perspectives. Among the key factors of development, human resources are the main capital of any organization and country (Gheitasi & Azizi, 2020). Currently, the role of women is an undeniable priority for organizations and development planners (Abbas Zadeh, 2015). Today's world is rapidly moving towards the era of globalization (Arora et al, 2020). Despite all the efforts and progress to change the shape of the economy and the mentality of the society, the slow growth of women in organizations still exists due to the challenges of a completely competitive world. On one hand, the need for women's employment and the positive changes occurred over the years motivate them to keep pace with men; and on the other hand, they do not feel the necessary supportive atmosphere to believe in their abilities to face the challenges before them. (Rajabi Nezhad, 2021).

Based on this, the current research is looking for an answer to this question: What is the perception of women working in the public sector about the organizational climate in the path of employment and promotion?

Theoretical Framework

Development management

Development management is a concept that refers to two subsets of development of management and management of development. The development of management takes the necessary measures in order to improve the administrative capacity for development, and management of development is said to be a set of organized efforts and targeted programs of the administrative system that are in line with the national development goals (Vaezi et al, 2021).

Women's participation and development

Development is a change that is consciously planned and implemented by a nation and government towards modernity. It is also possible to provide a simpler understanding of development as "the process of change in a desirable direction through planned efforts." From the above two definitions, it can be concluded that "participation" is the key to success in achieving the country's development goals. In the implementation of participatory approaches in order to achieve development goals, it is very important to attract the participation of stakeholders, and therefore awareness and reward methods may be used to encourage people to participate in the implementation of development programs (Bagheri et al, 2019). The social, political and economic participation of the people in the decisions and determining the policies of any society causes the sustainable and all-round development of that society (Moghiseh, 2020), and a development is sustainable that solves the current needs in such a way that the ability of the future generations do not compromise in meeting their needs (Amirbeyki Langroudi et al, 2020).

Women and management of organizations

In today's world, the quality and capability of human resources ensures the prosperity of organizations. Considering that the success of organizations depends on the use of different

expertise and considering that women have special capabilities in creating a dynamic atmosphere, healthy culture, effective communication, and creativity and innovation in the organization; therefore, it seems that creating the necessary conditions for increasing the presence of women in the management category and developing their skills is of particular importance (Ahmadi et al, 2017).

Danesh Nari (2021) in a research investigated the protection of employment laws for working women. This research, assuming that the legislator in Article 21 of the Constitution has addressed the necessity of creating special protections for women and in some cases also considered protections in the normal laws, seeks to answer the question whether the legislator, while paying attention to the rights of citizens, has considered a right in the law for working women?

Nayyeri et al, (2021) investigated the lived experience of successful employees in their career path. The results of the research determined that people who achieve career success have different lived experiences in their career path that have affected their success.

Research methodology

According to its purpose, the research method is applicable; and in terms of its implementation, it is qualitative, of thematic analysis type; and in terms of its nature, it is fundamental and descriptive. The statistical population of the research includes 14 women working in the central bank, and the sampling was done in a purposeful and snowball way, and the interviews continued until theoretical saturation was reached. The data collection tool is a semi-structured interview.

Research findings

For data analysis, MAXQDA 2020 software was used for coding. The results show that 60 themes as basic themes, 15 organizing themes (unsupportive environment, positive organizational climate, bee syndrome, legal gap, empowerment, lack of protective laws, discriminatory structure of recruitment and promotion, gender bias, hierarchical relationship, overtime work, incompatibility of job structure and family obligations, measuring productivity, job identity, individual characteristics, women's needs), and finally after comparing and analyzing the themes of the organizer, 3 main categories under the title of inclusive themes (ruling atmosphere from women's point of view, Employment possibility in the middle to upper level, women's belief about job advancement) was identified, and finally, the model of public sector working women's understanding of the organizational climate in the path of employment and promotion was identified.

Conclusion

The current research has been conducted with the aim of understanding the organizational atmosphere of women working in the public sector in the path of employment and promotion. Also, the results of this research corresponds with the results of Danesh Nari (2021), Nayyeri et al, (2021), Rahimian et al, (2020), Ezami (2020), Maynen (2021), Kaftandzieva & Nakov (2021), Casad et al, (2021) Nocco & Larson (2021), Calinaud et al, (2021), Molaei et al, (2020). Molaei et al, (2020) in a research, while investigating the issue of women's non-promotion, through a systematic review, meta-analyzed the research conducted on the topic of identifying obstacles to the promotion of women to management levels in Iran's government organizations. The findings stated that in the 80s, most of the researches considered the individual-family obstacles as the most important obstacles for the promotion of women to management levels. But in the following years, in addition to changing priorities, a new obstacle was also added to the promotion obstacles. As a result of the findings, the barriers to

the promotion of women are categorized and prioritized into four general categories: social-cultural barriers (gender stereotypes and the dominance of patriarchal culture), political barriers (absence of women in power circles, absence of women in political parties and groups, women's inability to lobby). Organizational barriers (the organization's lack of trust in women, management as a man's prerogative, women's lack of presence in informal communication networks), and finally personal-family barriers (women's lack of self-confidence, women's lack of motivation to progress, and women's double responsibility in the family).

According to the results of the research, the following suggestions are presented:

The studied working women dislike injustice, discrimination and job problems, so that it is even possible that these cases will motivate and force them to leave their jobs, resign or change their workplace. As a result, it is recommended that organizations put meritocracy in the center of their cultural programs to effectively use women's capacities in business. The most important problems of women - from their own point of view - have been declared to be the traditional attitude of senior managers, lack of fair distribution of benefits, and unequal conditions for job promotion by other employees. If organizations want to use women's talents in jobs, they should consider eliminating or reducing these problems. In other words, organizations should fight with these attitudes through cultural programs, and while promoting meritocracy by publishing the achievements of working women, change the way of thinking of senior managers and other workers. Working women have declared prejudice and traditional attitudes and the lack of equal conditions as obstacles to their promotion. Therefore, the organizations that want to benefit from this abundant force should put the adjustment of these attitudes in the cultural and educational agenda. A specific suggestion in this field is to compile core values and establish values such as equality and eliminating discrimination. In addition, it is suggested to revise the systems and structures in order to eliminate the discrimination caused by gender.