

Evaluation of The Attitudes Towards Women Managers Working at Educational Institutions

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Ramazan Asar* – Mustafa elikten**

*Doktora Öğrencisi, Hacettepe Üniversitesi, Eğitim Bilimleri Enstitüsü, Ankara, Türkiye

E-Posta: ramazanasar@gmail.com

**Prof. Dr., Erciyes Üniversitesi, Eğitim Fakültesi, Kayseri, Türkiye

E-Posta: celikten@erciyes.edu.tr

Abstract

This research aimed to investigate the attitudes of teachers and managers towards women managers at educational institutions. The population of the research consisted of the teachers and managers at public schools in Yozgat province where women held an administrative position in 2013-2014 educational year. The sample consisted of 290 teachers and managers, 139 male and 151 females, who agreed to respond the survey questionnaire for the research. Descriptive survey method was used to conduct the research. Attitudes Towards Women as Managers Scale and Personal Information Survey were used to collect data. As a results of the research, the attitude towards women managers differentiates with their sex, marital status and their working status as a staffed or as assigned parameter. Teachers' attitudes towards women principals are more positive in the aspect of "Interpersonal Relationships behavior" than the other aspects

Keywords: *Women managers, attitude towards women managers, attitudes, management.*

Eđitim Kurumlarında alıřan Kadın Yöneticilere Yönelik Tutumların Deđerlendirilmesi

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Öz

Bu arařtırma; eđitim kurumlarında görev yapan kadın yöneticilere karřı, öđretmen ve yöneticilerin tutumlarının deđerlendirilmesi amacıyla yapılmıřtır. Arařtırmanın evrenini Yozgat ilinde bulunan ve Milli Eđitim Bakanlığı'na bađlı eđitim kurumlarında 2013-2014 eđitim öđretim yılında kadın yöneticinin görev yaptıđı okullarda alıřan öđretmen ve yöneticiler oluřturmaktadır. Örneklemini ise bu okullarda, anket alıřmasına katılan 139'u erkek ve 151'i kadın olmak üzere öđretmen ve yönetici olarak toplam 290 kiři oluřturmaktadır. Arařtırma, tarama yöntemi kullanılarak yapılmıřtır. Veri toplama aracı olarak, "Kadın Yöneticilere Karřı Tutum Öleđi" ve "Kiřisel Bilgiler Anketi" kullanılmıřtır. Arařtırma sonucunda; kadın yöneticilere karřı tutumlar cinsiyet, medeni durum ve yöneticinin kadrolu veya görevlendirme ile alıřması deđerkenlerine göre farklılařmaktadır. Öđretmenlerin kadın yöneticilere yönelik tutumlarının "insanlar arası iliřkiler" boyutunda diđer boyutlara oranla daha olumlu olduđu gözlenmiřtir.

Anahtar Kelimeler: Kadın Yöneticiler, Kadın Yöneticilere yönelik tutum, tutumlar, yönetim

Introduction

A woman's position and importance in society is fairly great, who takes from generations and communities, gives birth to people and brings them up. The most important one is the woman to grow up a generation in healthy, easy and educated. For this reason, a woman should have the respect she deserved in society and she shouldn't be deprived of her rights (Pinar, 2008). The first pace of a woman's freedom, which is the most natural right of her, is employment and having an income. However, because of motherhood and household being accepted their traditional charges these are considered women's main duties. Life of work provides a woman some uses such as economical freedom, education, social guarantee and social status. Although to be of help to economical life while outside the house, the woman has become the one who meets the needs of the house (Ayan, 2000).

The process women's inclusion to Labor force in Turkey has become parallel to the development in the world. Women's entering, life of labor in our country bales the period war in which man's productive effort has become insufficient. For this side woman's taking place in productive effort of employed for pay has become a social and economical obligation (Güldal, 2006). Also, with since effect of industrialize, demand of labor force has increased, so it has become a need of women's including in it. While women doing house-axis works at the beginning of industrialize, like weaving carpet and fabric; with the coming of industry they began to present labor force for markets by going away from house-axis works. However, the question of a woman's being an unpaid worker in the family, this time, has turned the question of being a cheap worker in the market of labor force (Kayıkçı, 2002).

For the women working on the process of socialize, the role a working woman has been pushed into the background, and continuously the role of wife and of mother has become prominent. Even in the choosing of an occupation to work, women have been exposing to separation of sex. After that they have been tending towards the occupations like teaching, nursing, secretaryship which are considered the scape of some roles of

motherhood and wife (Ersöz, 1998). Women, who perform various activities together with men in the life of labor and social life and who almost compose half of World population, couldn't have had the same share with men (Örücü, Kılıç ve Kılıç, 2007). Becoming behalf on women, some features like submissiveness and patience cause them to concentrate on unqualified, boring and routine Works. Because of discrimination in labor life, some Works that are high qualified and high profitable haven't been allowed to women, and they have usually been working on the Works low status (Ulutaş, 2009).

In our country, it obvious that women prefer public sector for work. Regular working hours and trust to state can be shown causes to this situation (Yavuz, 2011). The occupation of teaching is a serious field of employment in public. The number of the woman working in teaching is more than the others in the other occupations. Teaching, identified with motherhood, has been an occupation that women and men have taken place at the same proportion even in the most conservative societies (MEB, 2005). With this, even the number of women working in public increases every year, it seems that the increase on woman managers isn't at the same proportion (Yavuz, 2011). Concentrating on the fields of women-work not hindering their traditional roles, and the branch of administration isn't seen suitable to women cause it (Ersöz, 1998). In the positions of employment, payment and administration, women come after men, and it seems that men are more privileged (Şenses, 2006).

Statement of the Problem

In traditional societies, it was believed that women managers wouldn't give a ruling as suitable as men, would avoid taking risk, and their womanish manners would decrease their jurisdiction and that would cause management to be decisive or soft (Özgül, 2002). This thought was accepted in our society, and women couldn't promote the position she deserved. In the branch of administration women have been representing in a small quantity, in Turkey. It has been observed that the situation is the same in the societies women constitute half of the labor force (Ataay, 1998). While women were working for the works –not necessary for knowledge –accumulation-, men had usually been employed on the

realm of administration. Women are in the position of practitioners of others' decisions, not in the position of decisionmakers (Yıldız, 1998).

Turkey's educational system is a field that women are employed intensely. In our society there is still a perception for teaching 'as a woman occupation'. But in teaching, although a large quantity of women take place, the number of women is very few in the degrees of National Ministry of Education (Ünal, 2003). We face the problem women are represented very few in the degrees of administration in teaching which is identified motherhood and is suitable for their traditional roles.

Purpose of the Study

The aim of the investigation is to observe the teachers' manners against women managers work education foundations serve in the province of Yozgat in 2013-2014 educational year. With this research, it has been tried to come in what the teachers positive and negative manners against woman- managers are.

1. Are the manners towards women-managers differing according to the sexes?
2. Are the manners towards women-managers differing according to the marital status?
3. Are the manners towards women-managers differing according to her working in permanent staff or in temporary staff in the foundation.

Limitations of the Study

The datas in this research have been obtained in 2013-2014 educational year. It has been examined in this research the opinions of the teachers and managers, who work in formal educational foundation related to National Education Ministry in the province of Yozgat. The gotten knowledge about participants' manners towards woman managers is bordered with the items in the "Attitudes Towards Women As Managers Scale".

Research Model

This research, which has been made for the aim of teachers' attitude toward woman managers who work in Educational Foundations, is a descriptive research on the model of scanning in quantitative investigation patterns. Scanning model according to Karasar (2003) is an approach aims describing a situation that happened in the past or in our own time as it is. The object or person discussed in research is reflected in its conditions without interfering, no trying towards to affect them in anyway.

Population and Sample

The 349 persons who were in Yozgat in 2013-2014 educational year and worked as workers, teachers, woman managers and directors, in the foundations education belong to the National Educational Ministry consist of the research population of the search sample hasn't been determined because it is possible to reach to the research population. The quantity of inquiry, which has been replied by the participants and been found suitable for statistical evaluation, is two hundred and ninety. It is seen on table one the distribution over the variability of participants.

Table 1. The distribution to the different variables of participants

Variables		n	%
Gender	Man	139	47,9
	Woman	151	52,1
Marrital Status	Married	210	72,5
	Single	80	27,5

Data Collection Procedure

The necessary permissions have been allowed and the formal education foundations, in which woman managers work, in Yozgat have been ascertained. It has been applied to the teachers and managers working in this institutions the scale of 'Attitudes Towards Women as Manager Scale' which is one of the scales used very often in the earlier studyings with the aim of measuring the attitudes towards women managers, progressed by

Aycan and others (2012). While the scale is being progressed, two studyings has been done; in the first sample while the scale's coefficient of internal consistency was ,91, in the second sample it was found as ,90. As to the studying, internal consistency was found as $\alpha = ,94$. The scale was applied by the researcher to the teachers and the managers worked in the schools of central organizations and town centers where woman managers worked in 2013-2014 educational year in Yozgat.

Analizis of the Data

In the research, the attitudes of teachers and managers working in Educational institutions towards the woman managers have been examined. During the inputting of the data the negative items in the scale have been encoded in reverse and the resulting score's height from each factor of the scale shows that the attitude towards women managers in that position is positive.

Frequency, percentage, aritmatic average, and standard deviation have been used on the demonstration of some features belong the participants. Whether or not the attitudes towards woman managers are differed have been tested by the tests of "independent sample t, Mann Whitney U, and Kruskal-Wallis H" according to the variables of sex, marrital status, and the working status of the woman managers.

Findings

According to the descriptive data highest average value which has been consisted in the order of ($\bar{X}=5,86$; $S=1,30$), has been had had through the item (item 3) stated as "organized". As do the lowest average ($\bar{X}=3,38$; $S=1,68$) which has been calculated for the sixth item that includes "act emotionally while making decisions". 7-point Likert scale (1) I certainly disagree, 2) I disagree, 3) I agree some, 4) I'm in the middle, 5) I agree some, 6) I agree, 7) I certainly agree) has been used in the means of "data collecting".

Table 2. Descriptive datas according to lower parts of the scale “Attitudes Towards Women as Managers Scale”

Dimensions	\bar{X}	Std. Div.
Professional Work Behavior	4,32	1,15
Interpersonal Relationships	4,81	1,15
Work Ethic	4,63	1,61
The Total Attitude Towards Women Managers	4,53	,98

In table 2, It is seen that the teachers working in educational foundations have the attitudes at the level of “I agree some” ($\bar{X}=4,53$; $S=,98$) when studied in educational foundations the teachers attitudes towards women managers in the dimensions of “ professional work behaviour” “interpersonal relationships”, and “work ethic” the highest arithmetic average has been seen as “interpersonal relationship ($\bar{X}=4,81$; $S=1,15$) as to the lowest one, It has come into being in the dimension of “professional work behaviour ($\bar{X}=4,32$; $S=1,15$)”

Table 3. In the test of ‘t’, according to the sexes, the results of the points of attitudes towards women managers

Dimensions	Gender	N	\bar{X}	Std. Div.	t	p
Professional Work Behavior	Man	139	3,83	1,047	-7,543	,00
	Woman	151	4,77	1,062		
Interpersonal Relationships	Man	139	4,39	1,122	-6,146	,00
	Woman	151	5,20	1,030		
Work Ethic	Man	139	4,06	1,395	-6,069	,00
	Woman	151	5,15	1,622		

The results of the test of ‘t’ is seen at table 3, which is Attitudes Towards Women as Managers Scale according to the sexes. According to the table there is a meaningful discrepancy at the dimension of “professional work behaviour” ($t=-7,543$; $p=0,000$). At the dimension of “professional work behaviour” it has been noticed that women participants ($x=4,77$) have more positive attitudes than men participants ($X=3,83$).

According to the table, at the dimension of “interpersonal relationship” ($t=-6,416$; $p=0,000$) there is a meaningful discrepancy. At this dimension

“women participans (\bar{X} =5,20) have more positive attitudes than men participants (\bar{X} =4,39) is noticed.

To the table, at the dimension of “work ethic”, a meaningful discrepancy (t =-6,069; p =0,000) has been found out. At this dimension, women participants (\bar{X} =5,15) have more positive attitude than men participants (\bar{X} =4,06) have.

Table 4. The results of the points of “Attitudes Towards Women As Managers Scale according to the marital status in the test of ‘t’

Dimensions	Marital Status	N	\bar{X}	Std. Div.	t	p
Professional Work Behavior	Married	210	4,24	1,163	-1,836	,067
	Single	80	4,52	1,107		
Interpersonal Relationships	Married	210	4,72	1,158	-2,110	,036
	Single	80	5,04	1,093		
Work Ethic	Married	210	4,57	1,618	-1,080	,281
	Single	80	4,79	1,582		

In table 4, It has been seen that Attitudes Towards Women as Managers Scale’s results of the test of ‘t’ at the dimension of “professional work behaviour” according to the marital status. To the table, a meaningful discrepancy (t =-1,836; p =0,067) according to the marital status, hasn’t been found out on the dimension of “professional work behaviour”. Also, to the table, a meaningful discrepancy (t =-1,080; p =0,281) hasn’t been noticed to the marital status, on the “dimension” of “work ethic”. Married and single teachers’ attitudes related to the dimensions of “professional work behavior” and “work ethic” have been found as resembling.

To the table, between the groups, a meaningful discrepancy (t =-2,110; p =0,036) has been ascertained and the dimension of “interpersonal relationships” according to the marital status of the participants. To the table, it is seen that the single participants (\bar{X} = 5,04) have a more positive attitude than the married participants (\bar{X} = 4,72).

Table 5. The results of the test Mann-Whitney U for “an evaluated manager to his working status” are seen. To the table, a meaningful discrepancy between the dimension of professional work behaviour (U =6924,5;

$p=0,435$) and the dimension of “work ethic ($U=7252$; $p=0,815$) hasn’t been established according in “permanent staff” or in “temporary staff”.

Table 5. The results of the test Mann-Whitney U for “an evaluated manager to his working status”

Dimensions	Working Satatus	N	Mean Rank	Sum of Runks	U	p
Professional Work Behavior	Permanent	224	143,41	32124,50	6951,00	,435
	Temporary	66	152,58	10070,50		
Interpersonal Relationships	Permanent	224	139,51	31251,00	6051,00	,025
	Temporary	66	165,82	10944,00		
Work Ethic	Permanent	224	144,88	32452,00	7552	,815
	Temporary	66	147,62	9743,00		

According to this table the manager, who has been evaluated the dimension of “interpersonal relationships” has been in a different position according to status of permanent staff and temporary staff ($U=6051$; $p=0,025$). According to this, women managers who work in temporary have been ($\bar{X}=165,82$), evaluated more positively than the managers who work in permanent staff ($\bar{X}=139,51$).

Conclusion

In this survey, becoming real with the join of 290 teachers who has worked at schools where women managers work, it has been tried to evaluate the attitudes towards women managers in the province of Yozgat. Generally, the attitude of the participants towards women managers has been seen at the level of “I agree-some” which is, that is to say, positive. The most positive attitude towards women managers has been seen at the level of “interpersonal relationships”. According to the research results, while the attitudes towards women managers becoming different to the variables of sex, marital status and the manager’s working status in permanent staff or in temporary staff.

To the research, women teachers’ attitudes towards women managers have been found out to be more positive on the dimensions of “professional operating characteristics”, “interpersonal relationships”, and

“work ethic”. While the attitudes of men participants towards women managers are positive, women participants’ attitudes are more positive than men’s. As to attitudes of teachers towards women managers on the dimensions of “professional work behaviour” and “work ethic” any meaningful discrepancy hasn’t been observed according to the variables of “marrital status” and “the working status of women managers in permanent staff or in temporary staff”. But, to the research descriptive data, generally, on the dimension of “interpersonal relationship” of high level, single teachers have more positive attitudes than married ones have, assigned teachers more than the ones in permanent staff.

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