

A comparative study of effective factors on employed women and men career success in SAPCO Industrial units

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ABSTRACT

A quick overview of the status of women in the organizational hierarchy represents that most of employed women are concentrated in the base of organization's pyramid. Since SAPCO plays an important role in development process as one of the country's industrial units, the importance of manpower is totally tangible, most general and most effective factors affecting the success of the staffs' job success such as instrumental and emotional support of organization and instrumental and emotional support of employees' families were investigated in this research. The theoretical framework of instrumental and emotional support of organization is formed by the theories of David McClelland and division roles theory of Baht about instrumental and emotional support of employees' families. The used method in this research is survey one. The statistical population of research is SAPCO staffs in Tehran that referring to recruiter 1729 employees were estimated that from the total number of them 200 are women and 1529 are men. Sampling method is clustering in this research that 5 units were chosen where either men or women were working there. Considering Cochran's formula sample volume was estimated as 205 people. For analyzing research data X² and U Mann-Whitney test were used. Finally testing research hypotheses clarified that there is a significant relationship between organization emotional satisfaction and organization tool support and family tool support and family emotional support to men and women who work in organization and their job success rate in SAPCO and it is confirmed.

KEY WORDS: organization instrumental support, organization emotional support, family emotional support, family instrumental support, career success

INTRODUCTION

Effective factors on women career success that embed the best expert manpower in some scientific fields needs serious attention in order to achieve the increase of effectiveness and efficiency [1]. A person who is employed by an organization have some requests and desires which is called basic or environmental needs such as the desire for training and scientific progress, the desire for promotion and suitable work conditions. With these conditions, organization also tries to provide an environment for employee's satisfaction [2]. Each organization's manpower including men or women is discussed as the main strategic source of that organization and since success in career is become as an important fact in developing countries and such these countries whether in international competition or for raising the level of social and economic life of the population are forced to progress in education, science and industry, so case study of each organization with the conditions governing the same organization about kind and the rate of effective factors on career success and finally achieving development can be significantly important [3]. Needing progress is considered as a part of primary and main goals of his life by each human being. Needing progress not only is important for earning more money but also for creating satisfaction and doing work optimally. Current study is trying to investigate the rate of women success in SAPCO industrial unit and compare its result with men who are working in the same unit. In industrial countries big factories with daily production dominate and this issue confirms this problem that either male or female manpower must be used in country's industry. Job satisfaction is as one of the most important career success indicators. The possibility of promotion satisfaction, work nature satisfaction, satisfaction with the managers' policies and satisfaction with the quality of human relations at work, employees' spouses and parents cooperation and attitude of parents and children of employees are also considered as this research independent variables. On the other hand organization and family as two important institutions can significantly support employed men and women for succeeding in their career.

Generally current research questions are summarized in below cases:

- a) What is the role of women in industries such as SAPCO? Have women same as men succeeded or not?

- b) Which factors have caused women career success compared to men in SAPCO Company as an industrial unit?

The general goals of research are summarized as:

- 1- Investigating effective factors in men and women access to career success in mentioned industrial unit
- 2- The effect of organization instrumental support and organization emotional support and family instrumental support and family emotional support employed men and women in SAPCO on their access to career success
- 3- Comparing determiners of the employed women and men satisfaction rate from organization instrumental and emotional support and family instrumental and emotional support

Career success definition

Career success is defined as three definitions of dyspsychotic, psychotic and public

Dyspsychotic definition: due to this definition whoever has more income is more successful in his career [4]. But from sociologists' point of view, financial income is considered only one of career success criteria, this group believe that there are other factors such as the position of the individual in society and the rate of person's participation and cooperation with society through employment that are effective in career success.

Psychotic definition: from this point of view career success means individual's sense of the effectiveness and ability of him to perform the assigned work. Person's emotions which include ability to perform work, being useful and successful in employment are considered as career success psychotic definition.

Public definition: career success is obtained when the person can use all his abilities and facilities in achieving job goals. Career success means the relationship between person's current success and his future ideals in the field of employment. Job ideals are a range of possible occupational goals that person determines for his future.

Theoretical principles

For investigating the rate of career success, many different factors are evaluable that the organization and family supports can be named as the most general and effective factors of them. These supports which are in instrumental and emotional form provide their career success. Organization instrumental support of employees is in the form of their satisfaction from the possibility of promotion and organization emotional support is in the form of employees' satisfaction from job's nature, their satisfaction from managers' policies and satisfaction from the quality of human relations in the workplace. Family instrumental support is in the form of spouses' cooperation in doing house chores and also the rate of parents' cooperation in family and family emotional support in in the form of the children's attitude toward of their employed parents and the parents' attitude toward of their employed children. One of the most important theories which is represented in this field and can be cited in this research is McClelland's theory and role division of Baht. McClelland is one of theorists that studied success achievement and career success. His ideas about career success form the theoretical framework of this study. Some believe that career success is that very job progress and skills excellence and the acquisition of expertise. Career success is a very strong source for job motivation and on the other hand job motivation significantly affects career success. McClelland also discussed another content theory in motivation field through three groups of basic and inspiring needs named:

- a) Need for power
- b) Need for affiliation
- c) Need for achievement

He et al found that people have these needs in different rates. Rosen believes that development motivation creates a kind of stimulus that causes he tries due to superiority and excellence [5]. Need for continuity, establishing links with others, accept or agree are totally social motivations and show willingness and desire for social acceptance. In people which this need is strong, their behaviors and movements are so that aligned with friendship and relationship with others' concepts because these people pays special attention to making relationship with others. People's participation in work also is a suitable instrument for recognizing staffs that need acceptance from others and provide them success in job; this part of McClelland's theory supports the hypothesis of a link between the quality of the friendly relations between the employees and the success of their job in SAPCO. McClelland and Etkinson proposed interesting theories in motivation achievement field in their separate studies[6]. McClelland believes that need for achievement is one of relatively fixed personality adjectives of human being. He believes people who have achievement motivation are more likely to choose a job that there is a reasonable possibility of success and avoid doing simple works and people who needs success achievement strongly typically try to do some activities that make them superior and successful [7]. Staffs that need success achievement must be employed for most affording jobs, therefor people seeking success like to choose relatively difficult goals and make risky decisions. So it is clarified that work nature is significantly important in achieving staffs' career success. On the other hand favorable condition of organization and a kind of organization emotional support of staffs cause that

person enters in success circle. Whatever person is free and independent in his job and design his activities to achieve the goals and among this get organization support as well his afford and performance in these conditions lead to success and achieving his goal. Moreover management and its policies are very important in organizations[8]. One of management duties is training successful manpower, which is productive, creative and committed to the goals of the organization. Researches have shown that development and success in job is a valuable reward that causes more afford for more achievement. Therefor management apart from considering staffs' gender prepares organization's condition in a way that staffs provide their promotion possibility to specialized positions through achieving new skills and increasing their abilities, employee and manager are expected to be committed toward of organization in a same way[9]. Assume that if staffs have suitable job and be loyal toward that management gives them rewards such as job benefits, the possibility of creativity, job safety, respect, authority and du to all of these promotion [10]. Traditional employment help staffs' achievement a little or improve their service situation, public in equal employment opportunity caused that companies give more importance to women training and promotion. For providing better opportunities for women to develop from the beginning, committees for equal employment opportunities and the rules of non-discrimination force organizations' manpower section to identify job paths and remove development barriers for women. One of the other more important works of managers is that with creating improvement programs in organizations, reduce staffs leaving job that is because of disappointment in career path ambiguity, staffs are employed in jobs that is appropriate for them, have the possibility of success and achievement and all of these are in the scope of responsibilities and decision making of management [11]. One of the classical theories of family sociology is Baht theory of roles' division. He found two kinds of division of roles models in the family. The first model was families where wife and husband perform their duties with each other help. Woman had complete responsibility in her range of traditional tasks and man in the range of his tasks. The second model of division roles in family was so that wife and husband cooperated with each other in most of activities joint with each other [12]. In domestic activities the duties of spouses were clarified, men easily performed women traditional duties in case like cooking and ironing, moreover spouses consulted each other in important decisions and asked for each other help in solving problems and issues. Baht researches showed that traditional division of role isn't necessarily existed everywhere and among all families. He considered the relationship of first group families as relations related to joint roles including relations and activities that spouses do mutually and their conflict of interest or interest is very low. Breakdown of marital roles relations are relations where spouses differentiate clearly in their duties and divided the separately among each other and have separate activities, interests and benefits [13]. Unlike Parsons interference in roles doesn't cause confusion in family problems it can be even claimed that it helps to the real family performance and especially it is effective in passing the leisure time of spouses together, hobbies, solving problems and also consultant in decision makings [14]. Therefor when s spouses perform all family activities together, their verbal relationship will go beyond range of income and expenditure, understand the interests, needs and requests of each other and solve many problems with consulting. Therefor common activities causes positive attitude toward of family and convert spouses' competitive relationships to family rapport relationship [15].

Research hypotheses

Main hypothesis

- There is a relationship between organization emotional support, family emotional support, and organization instrumental support, family instrumental support toward of employed women and men in organization and their career success rate in SAPCO.

Related hypothesis to organization instrumental support

- 1) There is a relationship between the possibility of staffs' promotion and employed women and men career success rate in SAPCO.

Related hypothesis to organization emotional support

- 2) There is a relationship between the satisfaction from managers' policies and employed women and men career success rate in SAPCO.
- 3) There is a relationship between the satisfaction from the quality of human relations in the workplace and employed women and men career success rate in SAPCO.

Related hypothesis to family instrumental support

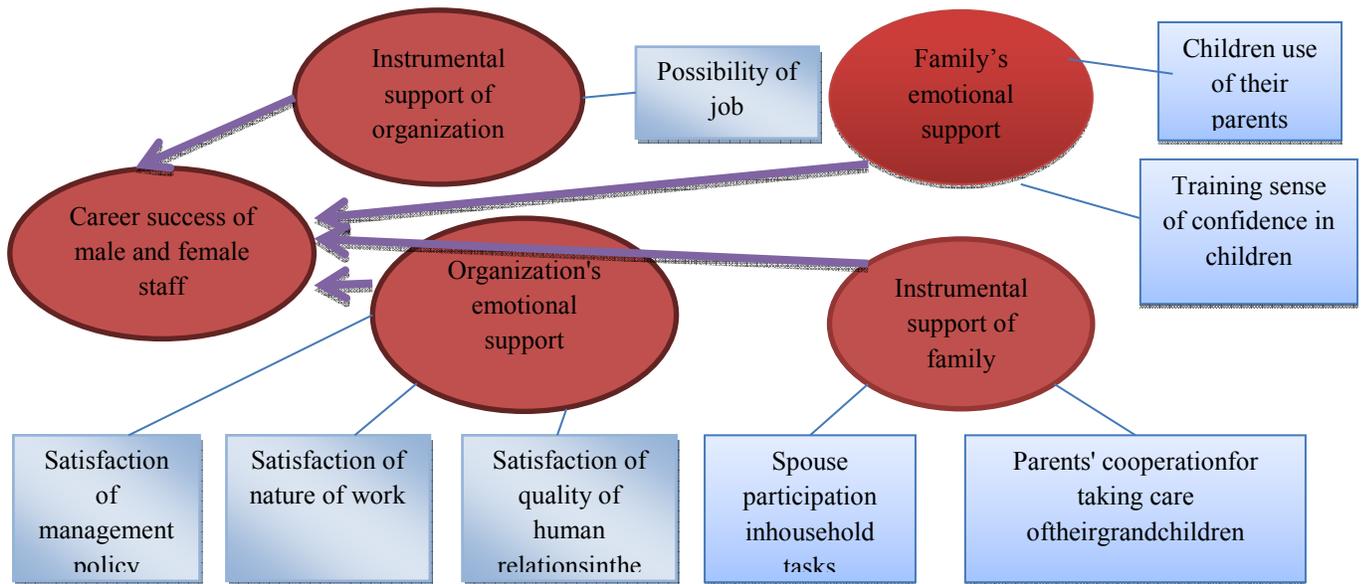
- 4) There is a relationship between the rate of souses' cooperation in domestic duties and employed women and men career success rate in SAPCO.
- 5) There is a relationship between the rate of employed parents in family and employed women and men career success rate in SAPCO.

Related hypothesis to family emotional support

- 6) There is a relationship between children’s attitude toward of their employed parents and employed women and men career success rate in SAPCO.
- 7) There is a relationship between parents’ attitude toward of their children and employed women and men career success rate in SAPCO.

METHODOLOGY

The used method in this study is survey. The statistical population of this study consists of SAPCO Company’s staffs in Tehran that referring to recruiter 1729 employees were estimated that from the total number of them 200 are women and 1529 are men. Sampling method is clustering and then simple random sampling. Women don’t work in many SAPCO’s units and if they work their number is less than men. Because the current research investigate the rate of career success among women and men staffs comparatively therefor 5 units were chosen from all units of SAPCO where either men or women worked there. According to Cochran’s formula sample volume is estimated as 205 people that 60 of them are women and 145 are men. Questionnaire is chosen as data collecting data tool in this research. In some parts of questions Minnesota questionnaire (MSE) is used. For analyzing research data SPSS software and related hypothesis testing are used that considering the nature of research main hypothesis that evaluates the relationship between organization emotional support, family emotional support, organization instrumental support, family instrumental support toward of employed women and men in organization and their career success rate and also collected answers are in ordinal form so X2 test is used. For assessing the research questionnaire validity face validity is used, so that questionnaire was investigated by 4 referees and their results were compared with the results of researcher’s analysis results. For evaluating the reliability of this research pretest method has been used that first 10 questionnaires were distributed in the Commerce Department of SAPCO that the number of women and men respondent was equal and then their answer was clarified through Cronbach’s alpha coefficient and final coefficient was estimated as 0.9.



Research model

Research findings

In describing research findings’ section it was clarified that 27.6% of respondent are women and 72.4% are men and 1% are 20 years old, 36% of respondent were among 26-35 and 44% were among 36-45, 17% were among 44-46 and 1% were upper than 55 years old.

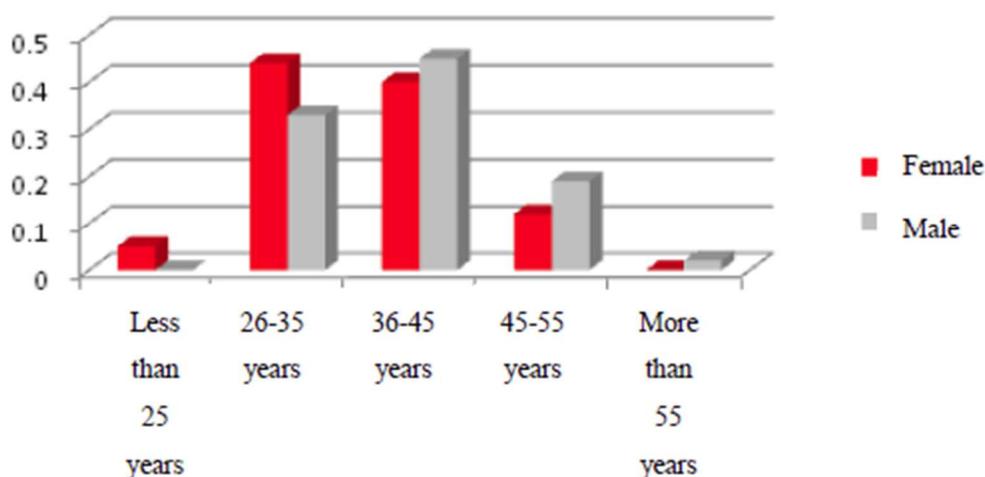


Diagram 1- respondent gender

- It was identified about respondent's marital status that 5.7% were single and 93.8% were married.
- It was identified about respondent's education level that 31.9% were associate degree and less and 55.7% were BS and 12.4% were MS. It was identified about respondent's occupational groups status that 36.6% of respondent are working in department of commerce, 12.40% are in department of building lots, 10.5% are in department of education, 15.7% are in department of laboratory and 24.8% are in SAPCO department of planning.

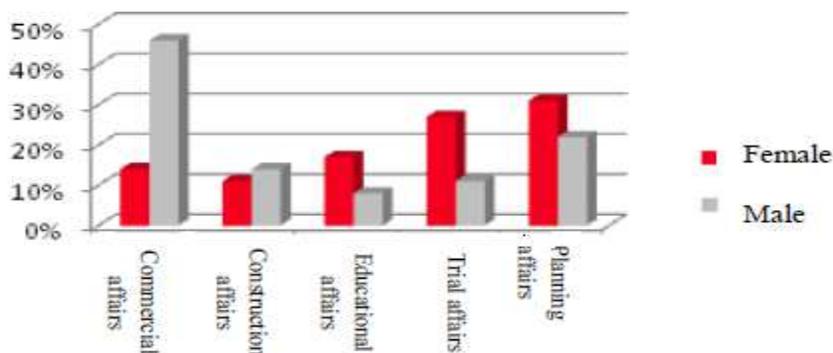


Diagram 2- occupational group

Table 1- the relationship between staffs' promotion and career success

Career success	Possibility of job promotion	Low	Medium	High	Total
		Count	21	4	3
Low	Percent	75	14.3	10.7	14
	Count	71	27	20	118
Medium	Percent	60.2	22.9	16.9	59
	Count	23	11	20	54
High	Percent	42.6	20.4	37	27
	Count	115	42	43	200
Total	Percent	57.5	21	21.5	100

Statisticschi-squareX ²	Degrees of freedom= df	p-value
13.249	4	0.01<0.05

The results of test prove that there is a direct relationship between the rate of satisfaction with job promotion and career success in test level of 95% and significance level of 5% and obtained values.

Table 2- table by agreement of relationship between satisfaction with work nature and staffs' career success

Career success	Possibility of job promotion	Low	Medium	High	Total
		Count	6	0	0
Low	Percent	100	0	0	3.1
	Count	73	25	21	119
Medium	Percent	61.3	21.0	17.6	62.2
	Count	26	18	22	66
High	Percent	39.4	27.3	33.3	34.6
	Count	105	43	43	191
Total	Percent	55	22.5	22.5	100

Statisticschi-square X^2	Degrees of freedom= df	p-value
14.175	4	0.007<0.05

There is also a direct relationship between satisfaction with work nature and career success of staffs in test level of 95%, significance level of 5% and obtained values.

Table 3- table by agreement relationship between satisfaction with managers' policies and staffs' career success

Career success	Possibility of job promotion	Low	Medium	High	Total
		Count	31	6	3
Low	Percent	77.5	15	7.5	20.9
	Count	66	30	23	119
Medium	Percent	55.5	25.2	19.3	62.3
	Count	11	7	14	32
High	Percent	34.4	21.9	43.8	16.8
	Count	108	43	40	191
Total	Percent	56.5	22.5	20.9	100

Statisticschi-square X^2	Degrees of freedom= df	p-value
18.854	4	0.001<0.05

Test results prove that there is a relationship between satisfaction with managers' policies and staffs' career success in test level of 95%, significance level of 0.05 and obtained results.

Table 4- table by agreement of relationship between the rate of satisfaction with the quality of human relations in the workplace and staffs' career success

Career success	Possibility of job promotion	Low	Medium	High	Total
		Count	12	5	5
Low	Percent	54.5	22.7	22.7	10.7
	Count	71	22	19	112
Medium	Percent	63.4	19.6	17	54.6
	Count	33	17	21	71
High	Percent	46.5	23.9	29.6	34.6
	Count	116	44	45	205
Total	Percent	56.6	21.5	22	100

Statisticschi-square X^2	Degrees of freedom= df	p-value
5.764	4	0.21<0.05

Test results prove that there is a relationship between the quality of human relations in the workplace and staffs' career success in test level of 95%, significance level of 0.05 and obtained results.

According to obtained results also in test level of 95% and significance level of 95% there isn't a relationship between the rates of spouse's cooperation in household tasks and the rate of parents' employed staffs' cooperation with their career success. About the hypothesis of children's attitude toward of their employed parents and parents' attitude toward of their children there was a significant relationship.

About the main hypothesis and according to test level of 95%, significance level of 0.05, there is a relationship between the rate of satisfaction with organization instrumental and emotional support and family instrumental and emotional support with employed staffs' career success in SAPCO.

The comparison of women and men related to the rate of career success

Results show that there is a significant relationship between organization instrumental and emotional support and family instrumental and emotional support toward of staffs or it is somehow originated from mentioned tools. Now the question is that if the rate of satisfaction that causes people's career success is equal among men and women.

For testing the comparison between men and women, U Mann-Whitney test is used.

Table 5- the rate of satisfaction with organization instrumental and emotional support and family instrumental and emotional support toward of staffs

Gender	Amount	Average rating	Test results
Female	41	66.45	z=0.11
Male	92	67.24	p-value=0.91 0.91>0.05
Total	133	--	

According to observed frequency it was clarified that in level of 95% and significance level of 0.05, there isn't relationship between organization instrumental and emotional support and family instrumental and emotional support toward of staffs.

The comparison of determined indicators of organization instrumental and emotional support and family instrumental and emotional support among employed women and men in SAPCO

Table 6- the comparison of every single determiner factors of the rate of women and men staffs from organization instrumental and emotional support and family instrumental and emotional support

Title	Gender	Count	Average rating	Test results
The difference of possibility of job promotion among male and female employees working in SAPCO	Female	58	81.73	Z = -3.242 p-value=0.001<0.05
	Male	147	111.29	
The difference of satisfaction of the nature of the work among male and female employees working in SAPCO	Female	54	84.57	Z = -2.001 p-value=0.045<0.05
	Male	140	102.49	
The difference of satisfaction of management policy among male and female employees working in SAPCO	Female	57	86.57	Z = -1.754 p-value=0.079<0.05
	Male	137	102.05	
The difference of satisfaction of quality of human relations in the workplace among male and female employees working in SAPCO	Female	58	97.74	Z =-1.226 p-value=0.22<0.05
	Male	152	108.4	
The difference of attitude of working parents to their children	Female	58	111.85	-2.59=Z 0.009<0.05=p-value
	Male	134	89.85	

According to obtained results, it was clarified in test level of 95% and significant level of 0.05 that the rate of satisfaction with job promotion is different in employed men and women in SAPCO and also the rate of satisfaction with work nature is different in employed men and women in SAPCO but the rate of satisfaction with managers' policies isn't different in employed men and women in SAPCO and also the rate of human relation quality in workplace isn't different in employed men and women in SAPCO. The rate of cooperation of women and men and employed women and men parents and the way of employed staffs' children attitude toward of their parents isn't different in SAPCO. But the way of parents' attitude toward of their children is different. Generally the rate of career success in employed men and women in SAPCO.

Conclusion

This research investigates the comparison of career success of men and women staffs in industrial factories in Tehran with the case study of SAPCO. SAPCO company is one of the main units of IRAN KHODRO and this company works in order to proposing technical services for IRAN KHODRO made cars, maybe the most important component that makes the activity of employed women in industry field complex is common stereotypes of gender in society that consider employment in industry field as a man job. The result of such this thought is low turnout of women in industrial areas; in this research effective variables in the rate of SAPCO employed staffs' career success are organization instrumental and emotional support and family instrumental and emotional support. The ideas of McClelland's ideas that are discussed about career success and also Baht division role's theory are used in this study. It was clarified in investigations that there is a significant relationship between staffs' job promotion and the rate of career success in employed men and women in SAPCO and the variable of job promotion is an effective factor in staffs' career success, in terms of comparison between men and women about the rate of job promotion it was clarified that there is a difference among employed men and women in SAPCO and there is also significant relationship between satisfaction with work nature and employed men and women in SAPCO and the variable of satisfaction with work nature is an effective factor in career success of staffs. In terms of comparison of women and men about the rate of satisfaction with work nature it was identified that there is a difference between employed men and women in SAPCO and men are more satisfied with their job nature than women. On the other hand there is a significant relationship between the satisfaction with managers' policies and the rate of career success of employed women and men and this variable is effective in the rate of staffs' career success. In terms of women and men comparison about the rate of satisfaction with managers' policies toward of them in organization it was identified that there isn't difference among them and they are satisfied with managers' policies equally. Generally research process about related hypotheses to organization instrumental and emotional support showed that the rate of women staffs satisfaction with organization instrumental support (job promotion) is low compared to men and the rate of women staffs satisfaction with organization emotional support and work nature is lower than men but about managers' policies the rate of satisfaction between men and women were equal and generally the rate of organization instrumental and emotional support toward of employed women and men in organization provide staffs' career success. There isn't relationship between the rate of staffs' spouses' cooperation in family and their career success. There isn't relationship between the rate of staffs' spouses' cooperation in household tasks and satisfaction with employees' parents' cooperation in family between man and woman. And there isn't relationship between the rate of staffs' parents' cooperation in family and staffs' personal success in SAPCO. There isn't relationship between the way of employed spouses 'attitudes toward of each other's job and the rate of staffs' career success in SAPCO. There is a relationship between children's attitude toward of their employed parents and the rate of career success among women and men staffs in SAPCO.

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