

RESEARCH ARTICLE

# Glass Ceiling for Woman and Work Attachments: The Moderating Effect of Marital Status (Case Study: Female Employees of Health Centers in the East of Gilan Province)

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## Abstract:

This study aimed to investigate the relationship between glass ceiling for women and work attachment due to the moderating effect of marital status among female employees of health centers in the east of Gilan province. In this study, glass ceiling for women, work attachment, and marital status were considered as an independent variable, a dependent variable and a moderating variable, respectively. The method of the present study is descriptive survey and the statistical population of the present study is the female employees of the executive and government agencies in the east of Gilan province, which will be a statistical sample among the people present in this community. In order to analyze the statistical data and test the research hypotheses using SPSS24 and SmartPLS3 statistical software, structural equation modeling has been performed. The results indicated that the glass ceiling for women has a significant effect on women's work attachment in health centers in the east of Gilan. However, marital status does not have a moderating effect on the relationship between the glass ceiling for women and women's work attachment in the east of Gilan health centers.

**Keywords:** Glass ceiling, Work attachment, Marital status

## Introduction

In the contemporary world where countries compete to the best of their ability for growth and development, utilizing the full potential of human resources is of particular importance. Women are one of the most valuable assets of any country, especially in developing countries. In fact, the serious participation of women is the key to the growth and development of these countries. Women make up almost half of the population of any society and are the builders and nurturers of future generations. They are a potential and important human resource in the scientific, social and cultural development of the country. Therefore, special attention to their career path is necessary. Women's participation in the labor market is one of the most important social changes of the last century. Today, women have made significant advances in management that have been available to men for many years (Helfat et al., 2006).

The 1986 phenomenon of glass roofs in the United States was highlighted in an article in the Wall Street Journal entitled "Glass Roofs: Why Women Do Not seem to be able to break through invisible barriers." Blocks them from top jobs. The authors were motivated by the authors' understanding of the new reality of women in the US labor market, at the same time as gender differences in women's access to management positions in which the vast majority of managers competed. And leadership positions were held by men (Camiro et al., 2022).

Although in recent decades, the number of women who have been looking for managerial positions and high organizational ranks has increased. However, still the proportion of women working in high organizational ranks is in the minority (Haji Norouz et al., 2014).

Many qualitative studies have reported the perception of women about the GC. These have helped scholars understand the model of glass ceiling beliefs. Based on earlier studies on the glass ceiling and according to, the perception of women about the GC are classified into four different forms, which are: denial, resignation, acceptance, and resilience. The CPS is a means through which these beliefs can be measured, and scholars had established that these perceptions are associated with how successful women are. The CPS represent the beliefs of women about the glass ceiling psychologically (Khalid et al., 2019). In essence, it affects the female employees psychologically, and as such it determines how they cope with the barriers of the glass ceiling. Moreover, the glass ceiling belief is built on both an optimistic and pessimistic reliance on the possibilities of women being able to climb up to higher echelons. Optimism involves resilience and denial, since they are based on the opinion that women can reach the upper echelon at their workplace, while the pessimism aspect involves resignation and acceptance, as they both hold that the gender inequality in the top management position may not experience a cessation or switch as a result of most female employees not having the vision to become a manager in their place of work (Papula et al., 2022).

Women's quest for senior management positions is still ongoing in the modern era, although we have seen a significant increase in the number of women in the corporate sector due to reforms in employment policies aimed at gender equality. However, the barriers that women experience in reaching senior management positions are a global phenomenon. Compared to men, women are generally in low-level leadership and job occupations (Mohammadkhani and Dariush, 2016). Certainly, women are not present in the labor force and are rarely present in senior management levels, and this phenomenon serves as a glass ceiling has been specified. The glass ceiling is a barrier that is so delicate and transparent and at

the same time so strong, that it hinders the advancement of women in the managerial hierarchy (Sharma and Kaur, 2019). The glass ceiling can be considered as a gender deterrent that may over time Reduce work attachment among women. Therefore, the main issue of this research is to answer the question: Does a glass ceiling for women have a significant effect on work attachment due to its moderating role in marital status?

## Theoretical framework and research background

Nowadays, the presence of women in organizational environments is more visible than before, in addition, women, along with men, are responsible for duties and responsibilities in offices. Despite the prominent role of women in advancing the goals of the organization and doing things by this population, they do not make significant progress in their careers. In other words, despite the promotion of social awareness and knowledge and specialized skills, women still do not have a significant share in the country's senior management levels (Soleimian and Nazeri, 2013, p. 2) In fact, in most human societies, the employment rate and participation of women is low. Factors such as the growth of public education, raising the age of marriage, reducing the number of children, increasing urbanization, and increasing the cost of living have increased their participation in work areas and changed attitudes toward women's capabilities. Today, women provide most of the human resources of organizations, but despite the increase in their participation rate, the number of their top management positions is small. In other words, they rise to a certain level in the organizational hierarchy, where they stop due to unknown and invisible obstacles (Kazemi and Dehghanpour, 2013, p. 210). Glass ceiling is a term coined in the United States in the 1970s to describe artificial and invisible barriers to organizational and ideological bias and discrimination. Barriers that in practice prevent women and racial minorities from reaching top positions and job positions. Berne defines the glass ceiling as the prevalence of all forms of occupational discrimination, which gradually leads to a real but invisible obstacle to the advancement of women to high positions of power and position (Acker, 2009). The glass ceiling states that women and minorities fail to achieve high levels of hierarchy. They approach top positions in the organization, but seldom grasp it. This frustration leads them to imagine that there is a glass ceiling, that is, they see discriminatory obstacles in their efforts to achieve higher levels of management in organizations (Soleimian and Nazeri, 2013, p. 3). In research, other metaphors such as sticky foam and sticky diets have been mentioned for these barriers. The authors emphasize that the glass ceiling is not just an individual barrier that prevents individuals from running high-level jobs due to their personal inability, but the glass ceiling for women means that the group has been kept out of the promotion due to being a woman (Acker, 2009). Of course, in different organizations and countries, the location of this ceiling in the organizational pyramid is different. Sometimes this ceiling may be close to high levels, but in some organizations, this ceiling even goes down to the middle and executive levels. Of course, at lower levels of management, women are usually at non-strategic levels. Even in some large organizations where women manage in some way, they can less reach the top levels of management and the main and strategic areas of the organization. Obstacles that separate the central and strategic part of the organization from other parts are introduced as glass walls. These walls are also sometimes created based on the gender segregation of occupations. So that female managers focus on certain areas.

In other words, vertical barriers (glass walls) and horizontal barriers (glass ceilings) surround women in the organization. It is noteworthy that in government organizations, these restrictions, in addition to the restrictions imposed by individuals and groups affiliated with the ruling parties against other individuals, increase the severity of injustice against women affiliated with these parties (Pour Ezzat et al., 2008, p. 3). According to the official definition of the Federal Glass Ceiling Commission, Cotter et al. (2001) proposed four criteria for identifying glass-ceiling inequalities:

Glass ceilings are a type of inequality that occurs more at high-income levels than at low-income levels. The glass ceiling is a kind of inequality in the chances of advancing to higher levels, that is, it does not merely reflect the proportion of gender or minority who are currently at higher levels. The glass ceiling is a kind of inequality that arises along a road (Soleimian and Nazeri, 2013, p. 34).

On the other hand, for several centuries we have witnessed the rule of a patriarchal attitude in the way human societies are governed. However, this management style in the last years of the second millennium AD gradually declined and faded. If any country in the World Competition for Development and Progress, which uses the thoughts and abilities of worthy people based on the rule of "meritocracy" thesis wants to consider the old rules of patriarchal management and ignore the obvious abilities of half of its society and use women as advertising. Eventually, he will face a fundamental rift both within societies and between himself and others. Doing several things at the same time, combined with the difficult management of family affairs, honesty, tirelessness and their commitment to finish each job and dozens of other characteristics, it is one of the prominent characteristics of women that can act as a complementary factor in women's management (Pouladi, 2012, p. 194). The distribution of different jobs in the countries of the world indicates that there is nothing inherently feminine or masculine in different jobs and what is seen only a gender stereotype that is attributed to different jobs and that too. It varies from country to country. In the United States, nursing and social work jobs are women's jobs, and in Russia, medicine, in Iran, based on available information, as well as the prevailing thinking in society, the job of a teacher is female. Some occupations, even with the active presence of women, are still considered masculine, such as agriculture. In addition, it varies from country to country. In the United States, nursing and social work jobs are women's jobs, and in Russia, medicine, in Iran, based on available information, as well as the prevailing thinking in society, the job of a teacher is female. Some occupations, even with the active presence of women, are still considered masculine, such as agriculture, the same is true of activity groups, and in all countries, management is not necessarily a masculine task (Hosseinpour et al., 2012, p. 47).

However, the issue of "jurisdiction" of women to get senior management jobs due to intolerance of pressure is becoming more and more important. An example of this is a study conducted in 1994 in England. The study found that, for the first time in 40 years, the number of female executives in the UK has declined. The reason given was that women found that working as a manager along with managing the household was stressful. However, no evidence has been provided to support this theory. However, it has reinforced the belief that women managers are under a lot of pressure. What is referred to as jurisdiction, differences in skills, or inability to cope with stress is due to the fact that "male managers" are considered as a "norm" or accepted example. While "female managers" are considered as an "alien" or "abnormal" presupposes that the talent of management is deposited in

the existence of individuals and women, for various reasons, do not have this gift or have other qualifications (Salimian and Nazeri, 2013, p. 19).

Research indicates that future management requires greater and more efficient use of women's potential in management. However, studies demonstrate that glass ceilings prevent many women from rising to managerial and leadership positions. The glass ceiling is negative attitudes and prejudices that prevent women and minority groups from going beyond a certain level in the organizational hierarchy (Safari and Foroughi, 2010, p. 45). Therefore, it can be said that at least half of the population of each country is made up of women. It is wrong to treat them as a minority phenomenon. The notion of women as a disadvantaged group in itself has not been agreed upon by all feminist currents because they have emphasized that the position of half of individuals in all human societies cannot be compared to that of a religious, political, or ethnic minority. Perhaps in fact, inequality and oppression of women can only be compared to apartheid, that is, situations in which a large part of the population is dominated by historical, cultural, political, and economic reasons, despite all the reasons for equality. In addition, their awareness of this situation and its illegitimacy inevitably increases the pressure of social tensions (Fakuhi, 2005, p.97). Today, women's management is one of the most important topics not only in developing countries, but also in developed countries, which has been considered by experts in various sciences; at the global level, international organizations pay special attention to the position of women in different countries. Hence, the category of women, and especially their participation in high-level decisions and careers, has always been considered. One of the important indicators that is considered as a measure of gender development and women's empowerment is the level of women's participation in major decisions of the country, as well as their presence in managerial positions. Despite the plans that have been made in this area, the presence of women in managerial positions is still not significant. Moreover, it seems that women are facing many problems in the path of their career advancement at the managerial level, which is not only in developing countries, which in developed countries is still a problem and experts have not been able to find the answer to it as it should and perhaps (Mirkamali and infertility, 2009, p. 58). On the other hand, the presence of women in Management positions improve the performance of the country's management and organizations, because managerial capabilities are somewhat evenly distributed between men and women. From this perspective, women have special abilities and have the usual skills in human resource management that are needed by organizations in today's conditions more than in the past. In fact, today's situation in organizations requires a democratic leadership style and sensitivity to the needs of individuals. In addition, with the presence of women in managerial jobs, the transformation of organizations in terms of improvement and organizational communication and promotion of innovation is facilitated. In addition, information technology has increased the presence of women (Bezi and Sargolzaei, 2012, p. 109). The following is a number of domestic and foreign studies conducted in the past.

In identifying the factors affecting the creation of women's glass ceiling in the National Company for Distribution of Petroleum Products, Shafi et al. (2018) have found that the most basic factor of women's glass ceiling in the National Headquarters for Distribution of Petroleum Products in Iran, based on the designed model, is the lack of protection laws. This index was related to the main component of extra-organizational causes and the sub-component of political and regulatory causes in Delphi results. Furthermore, at the highest level and in fact the least effective factor on creating a glass ceiling, the lack of a suitable atmosphere for

women's work is one of the structural causes of the main component within the organization.

In a study entitled "The effect of glass ceiling on the non-employment of women managers in government organizations in Mazandaran province", Atf et al. (2017) have found that the variables of self-disability, as well as socialization in the glass ceiling, have affected the non-employment of women in management positions. In other words, the socialization of women's disability, glass ceiling and self-disability affect the non-employment of female managers. As a result, the root of the problem for the absence of a significant number of women in managerial positions is related to cultural beliefs.

Bigleri et al. (2016) examined the barriers to women's advancement in management. The present study was conducted among 105 women working in various organizations in East Azerbaijan province and the data were collected through a questionnaire and analyzed using SPSS software. The analysis of factor analysis confirms the effect of the desired variables and the proposed model for barriers to women's advancement to the position of management.

Avami et al. (2016) reviewed a study entitled "Glass ceilings invisibly hinder the promotion of women to managerial positions", which indicates that removing the glass ceiling - which has its roots in ancient culture - a smooth process. Moreover, it will be gradual that change requires time and culture building. In this regard, introducing more successful female managers in the media can be an important and effective solution

In a study entitled Glass Ceiling for Women and Job Attachment: The Modifying Effect of Marital Status, Sharma and Kaur (2019) examined the level of glass ceiling for women in terms of its three main barriers, namely personal barriers, organizational barriers and social barriers among women managers working in the Indian service sector and identified the impact of glass ceilings on their employment rate as well as the moderating effect of marital status (single or married) on the relationship between glass ceilings and attachment at work. 553 female executives working in several large industries services, banking, and hotel, as well as information technology in the northern states of India were selected as a sample and a research questionnaire was filled in. The hypotheses were tested using t-test and modified hierarchical regression analysis. Organizational and social barriers above the average level face a glass ceiling. This study also presented that organizational and social barriers have a major impact on work attachment. In addition, the marital status of women managers as a moderator between Organizational and social barriers of glass ceiling and their level of work attachment was active.

Noronha and Eiethal (2019) in a study entitled Work-Life Balance and Glass-ceilinged Women Employees - A review of the literature examining work-life balance and glass ceiling for women who have decided to leave their jobs and decide to go abroad Work imbalances can create a glass ceiling and prevent women from climbing the hierarchy ladder.

In a study entitled Explaining the Continuity of the Glass Ceiling for Female Leaders, Veir (2016) reported that women in the face of the glass ceiling in the organization do not acquire the capabilities and skills that they should acquire in the course of their career planning and in contrast men are less able to deal with small and large issues in the organization due to equal conditions.

In a study entitled The role of glass ceiling reduction mechanisms, Kernloos and Skin (2015) have found that the development of capabilities, women's social responsibilities and understanding of inequalities in the workplace by officials and managers is effective in reducing the glass ceiling.

model :

Considering that it is difficult to consider all the factors affecting work attachment, a conceptual model for this research has been obtained using some of the leading theories presented in this field and considerations about the psychological, demographic and personality characteristics of women.

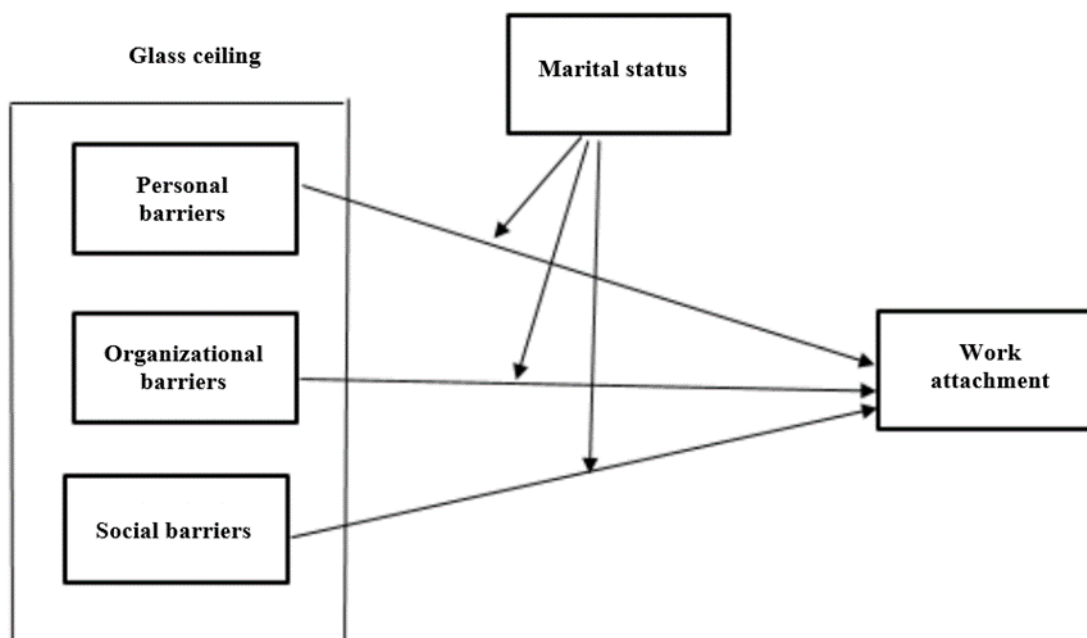


Figure. 1: Conceptual model based on Sharma and Kaur (2019) research

**Glass ceiling:** Glass ceiling is the result of stereotypes and prejudices that exist about women and makes it impossible for women to rise above certain levels in the organizational hierarchy. A glass ceiling that is based on organizational attitudes and prejudices hinders the advancement of women in managerial jobs (Nasiri Valik Bani and Beheshti Rad, 2014).

**Work attachment:** A great personal position for the organization. In addition, it may be more about how people relate to their current job than about how they relate to their supervisors. Having highly motivated employees can benefit the organization because when people are immersed in their work, their motivation increases, which is possible. Have a positive impact on their job performance” (Janet Mantler and Steven Murphy, 2005).

**Marital status:** means a covenant by which a man and a woman become partners, unite, and form a family. In fact, marital status includes people who are married (Janet Montler and Steven Murphy, 2005).

### *Hypotheses:*

**Main Hypothesis 1:** There is a significant relationship between glass ceiling and work attachment in women employees of East Gilan Health Center.

**Sub-hypothesis 1:** There is a significant relationship between personal barriers and work attachment in women employees of East Gilan Health Center.

**Sub-hypothesis 2:** There is a significant relationship between organizational barriers and work attachment in women employees of East Gilan Health Center

**Sub-hypothesis 3:** There is a significant relationship between social barriers and work attachment in women employees of East Gilan Health Center.

Main Hypothesis 2: Marital status moderates the relationship between glass ceiling and work attachment in female employees of East Gilan Health Center.

Sub-hypothesis 4: Marital status moderates the relationship between personal barriers and work attachment in women employees of East Gilan Health Center.

Sub-hypothesis 5: Marital status moderates the relationship between organizational barriers and work attachment in women employees of East Gilan Health Center.

Sub-hypothesis 6: Marital status moderates the relationship between social barriers and work attachment in women employees of East Gilan Health Center.

## Methodology

This research is applied in terms of purpose; And in terms of how to collect data is a descriptive survey type. The statistical population of female employees in the East Health Center of Gilan Province and the reason for choosing the appropriate application is the subject of its research. According to the number of 137 female employees in the Eastern Health Center of Gilan Province and using Morgan table, the number of statistical sample of the research is 99 people. Then, for the number of samples, a research questionnaire on female employees in the East Health Center of Gilan Province was distributed and collected. In order to examine the components by adapting the standard questionnaire of Zhou et al. (2020) which includes 26 questions and has glass-ceiling scales (personal barriers, organizational barriers, social barriers), work attachment, marital status, has been used. The response scale of this questionnaire is five degrees (strongly disagree = 1 to strongly agree = 5)

Table 1: Classification of questions based on variables

Variables	Number of questions in questionnaire	Total	Reference
Personal barriers	1-6	26	Zhou, et al. (2020)
Organizational barriers	7-12		
Social barriers	13-18		
Work attachment	19-24		
Marital status	25-26		

In addition, according to the results seen in Table 2, all factors have an acceptable combined reliability coefficient. Cronbach's reliability coefficient is also acceptable. Therefore, it can be concluded that the research questionnaire has good reliability. As a result, the appropriateness of the measurement model is also confirmed.



Table 2: Questionnaire reliability coefficients

Variables	Cronbach's alpha $\alpha > 0.7$	Combined reliability CR > 0.7
Personal barriers	0.851	0.890
Organizational barriers	0.919	0.937
Social barriers	0.908	0.929
Work attachment	0.850	0.982

### Findings

In this research, the structural equation modeling method and the analysis of moment structures software (AMOS) version 23 were used to investigate the relationships between variables. In this study, the structural equation model was used to investigate the relationships between variables. To overcome these shortcomings in socio-economic research, researchers try to use the structural and measurement models that have been considered in the SmartPLS method. Because these models are able to take into account such errors and complex causal considerations between variables (Kalantari, 2009).

The model fit is done in three parts: measurement model, structural model and general model to examine the extent to which the research model fits with the data collected from the statistical sample. After confirming the fit of the model, the researcher is allowed to review and test the research hypotheses. After obtaining data related to variables, Smart PLS software provides the final research model, which includes most of the analysis, as standardized coefficients and the model in the form of significant coefficients t, which analyzes and fits measurement, structural and general models and tests hypotheses. It is carried out based on these outputs.

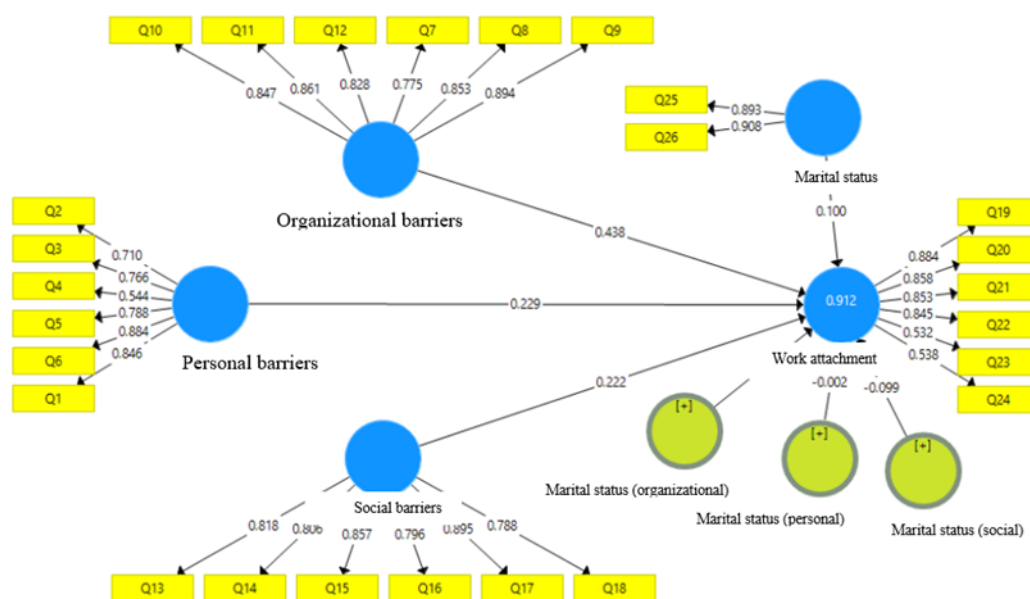


Figure. 2: Final research model in the case of standardized coefficient estimation (married and single)

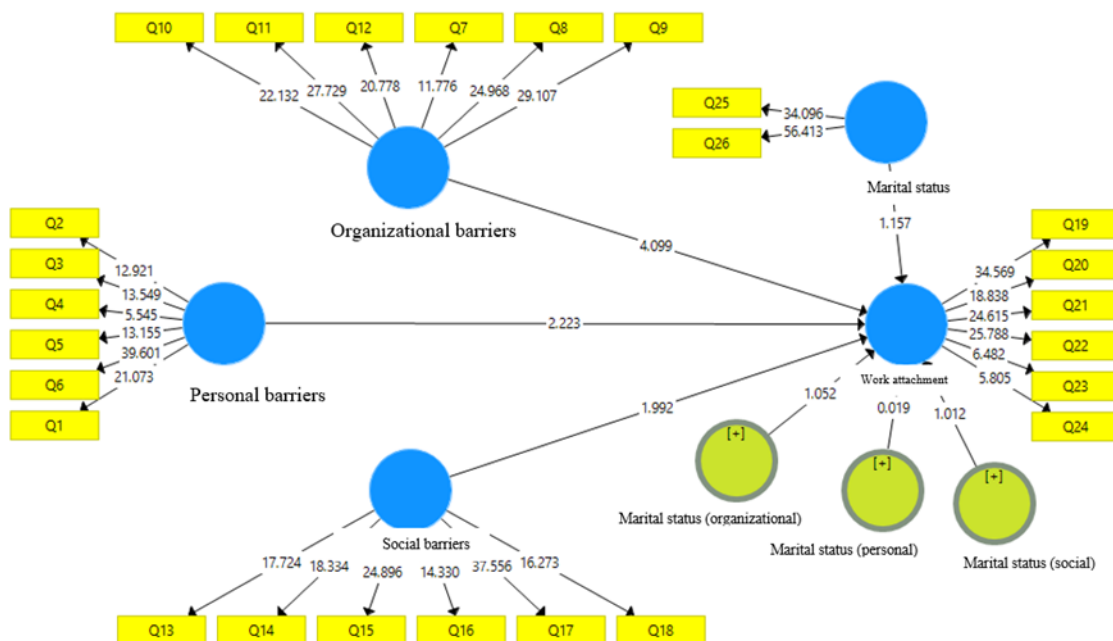


Figure 3: Final research model in the case of t significant coefficients (married and single)

The t-statistic is related to the modulator effect of a nominal variable as follows (Joseph F. Hair et al., 2013):

$$t = \frac{|p^{(1)} - p^{(2)}|}{\sqrt{\frac{(n^{(1)} - 1)^2}{(n^{(1)} + n^{(2)} - 2)} \cdot se(p^{(1)})^2 + \frac{(n^{(2)} - 1)^2}{(n^{(1)} + n^{(2)} - 2)} \cdot se(p^{(2)})^2} \cdot \sqrt{\frac{1}{n^{(1)}} + \frac{1}{n^{(2)}}}}$$

If this statistic is more than 1.69 in a hypothesis between two groups, then the moderation hypothesis is confirmed and vice versa. In addition, the total R-value obtained is as follows:

$$R_{marital\ status} + R_{single} + \frac{R_{married}}{1 - R_{marital\ status}} = 3.03$$

## Hypothesis test results

Table 3: Path analysis results in structural model

Hypothesis		T-significance	Explicit coefficient	Implicit coefficient	Result
Glass ceiling	Personal barriers – work attachment	2.618	0.23		Confirmed
	Organizational barriers – work attachment	4.137	0.45		Confirmed
	Social barriers – work attachment	2.353	0.24		Confirmed
	Personal barriers –Single –work attachment	0.434		-0.04	Rejected
	Organizational barriers –Single –work attachment	1.458		0.12	Rejected
	Social barriers –Single –work attachment	0.973		-0.09	Rejected
	Personal barriers –marital –work attachment	0.291		0.028	Rejected
	Organizational barriers –marital –work attachment	0.276		0.034	Rejected
	Social barriers –marital –work attachment	0.436		-0.042	Rejected
	Personal barriers –General Status –work attachment	0.019		-0.002	Rejected
	Organizational barriers –General Status –work attachment	1.052		0.11	Rejected
	Social barriers –General Status –work attachment	1.012		-0.09	Rejected

Hypothesis 1: There is a significant relationship between personal barriers and work attachment in women employees of East Gilan health centers.

According to the structural model of the research in the case of significant coefficients, it is observed that the amount of t-statistic between the two variables of personal barriers and work attachment is out of range (-1.96 & 1.96) and therefore the hypothesis is accepted. Therefore, it can be said that personal barriers for women have a significant effect on women's work attachment in health centers in the east of Gilan.

Hypothesis 2: There is a significant relationship between organizational barriers and work attachment in women employees of health centers in the east of Gilan.

According to the structural model of the research in the case of significant coefficients, it is observed that the amount of t-statistic between the two variables of organizational barriers and work attachment is out of range (-1.96 & 1.96) and therefore the hypothesis is accepted. Therefore, it can be said that organizational barriers for women have a significant effect on women's work attachment in health centers in the east of Gilan.

Hypothesis 3: There is a significant relationship between social barriers and work attachment in women employees of health centers in the east of Gilan.

According to the structural model of the research in the case of significant coefficients, it is observed that the amount of t-statistic between the two variables of social barriers and work attachment is out of range (-1.96 & 1.96) and therefore the hypothesis is accepted. Therefore, it can be said that social barriers for women have a significant effect on women's work attachment in health centers in the east of Gilan.

Hypothesis 4: Marital status moderates the relationship between personal barriers and work attachment in women employees of health centers in the east of Gilan.

According to the research model, it is observed that the amount of t-statistic in marital status is significant in the interactive relationship between personal barriers for women and women's work attachment, because the corresponding t-statistic is in the range (-1.96 & 1.96), so the fourth hypothesis is rejected. Becomes. Therefore, marital status does not have a moderating effect on the relationship between personal barriers for women and women's work attachment in the east of Gilan health centers.

Hypothesis 5: Marital status moderates the relationship between organizational barriers and work attachment in women employees of health centers in the east of Gilan.

According to the research model, it is observed that the amount of t-statistic in marital status is significant in the interactive relationship between organizational barriers for women and women's work attachment, because the corresponding t-statistic is in the range (-1.96 & 1.96), so the fifth hypothesis is rejected. Therefore, marital status does not have a moderating effect on the relationship between organizational barriers for women and women's work attachment in the east of Gilan health centers.

Hypothesis 6: Marital status moderates the relationship between social barriers and work attachment in women employees of health centers in the east of Gilan.

According to the research model, it is observed that the rate of t-statistic in marital status was significant in the interactive relationship between social barriers for women and women's work attachment, because the corresponding t-statistic is in the range (-1.96 & 1.96), so the sixth hypothesis he is going. Therefore, marital status does not have a moderating effect on the relationship between social barriers for women and women's work attachment in the east of Gilan health centers.

## Conclusions and applied suggestions

Investigation of the presence of women in professional and managerial positions over the past decades indicates that they have always been under the glass of progress. However, despite these conditions, we have witnessed the flourishing of women's managerial ability in various fields, which is a sign of a change in attitudes toward gender in management. Removing the glass ceiling - which has its roots in an ancient culture - will be a slow and gradual process that requires time and culture to change. In this regard, introducing female managers who are more successful than others in the media, in addition to paying more attention to meritocracy instead of patriarchy in organizations, can be an important and effective solution. It is often said that the different personality traits of men and women have an important effect on their management style and performance. Of course, there is no logical reason to suggest that gender differences determine a particular style of management. However, the two management styles attributed to women and men are exchange leadership and transformational leadership. In the exchange leadership style, subordinates are led with a clear definition of roles and responsibilities. While in the transformation management style, people are managed in a charismatic way. Research indicates that male managers tend to adopt an exchange style. While women tend to choose transformational leadership styles. High-performance managers often use both styles. Therefore, based on the results of research, it is not possible to attribute a specific leadership style to women. According to the results of this study, the following items are suggested:

- Creating the necessary opportunities for the establishment of associations, institutions, and organizations and in general women's gathering centers in organizations by senior managers and the board of directors to be aware of the limited potential of women.
- The actions of government officials, from the president to members of parliament, to their election slogans about women.
- Encouraging managers who use women at the highest levels of the organization and provide the opportunity to prove their worth by providing the necessary opportunities.
- Introducing top women and comparing their performance with their peers.
- Trying to organize textbooks to fit current issues and emphasizing concepts such as the participatory family.
- Conducting scientific research on women's issues, especially in the field of marriage and its impact on the career development of management and their role in the development of the country.
- Holding seminars and organizing workshops to familiarize managers, policy makers and decision makers with the issue of marriage and the benefits of more effective presence of women in high ranks decision-making.
- Creating classes to teach organizational culture in the east of Gilan health centers for employees.

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