
Lived Experiences from Management in Order to Transfer Implicit Knowledge of High Level Management to Women

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Abstract: Background and purpose: The purpose of this research is to express and analyze the experience of holding the post of vice president in two fields of vice-chancellor and student vice-chancellor in Islamic Azad University, Kermanshah branch. Method: This research is a narrative analysis method with a narrative self-exploration approach that can be classified in the category of ethnographic research from the category of ethnographic research and also with the method of feminism with an emphasis on women's experience. This research has a qualitative and phenomenological approach. This narrative is retrospective in terms of time and pragmatism in terms of perspective. The data source of this research is the author's experiences, memories, efforts and records from university management at the highest level, which is arranged in the narrative style. The population and statistical sample of this research is a female member of the academic staff of Islamic Azad University, Kermanshah branch, who has the experience of two management positions at the level of the vice-chancellor of the university. Findings and results: The findings of the research show that the management post for women brings unique capabilities and limitations and experiences, which is only implicit and hidden knowledge that should be transferred to other women.

Keywords: Lived Experiences, University Vice President, Female Director

1. Introduction

The author's empirical findings indicate that from a social point of view, organizational culture and political factors hinder women's leadership. There is a belief among many women academic staff members in universities that their knowledge and abilities are not used properly, and their work capacity, thinking capabilities and management skills are much more than what is currently being done. It will be decided. While they are not assigned an active role in the decision-making process and in the development of university policies and policies, they are diligent in implementing the decisions made by men. The objective effect of such a situation, in the short term, leads to disinterest and indifference to the course of university affairs, and in the long term, to a feeling of alienation and pessimism towards the politicians and policy makers in higher education. In other words, the problem can be presented as "in our university society, there are no equal opportunities for men and women who have the same conditions" [1]. The issue of

women reaching high levels of management in the university is mixed with gender socialization from the very beginning and has its roots in social beliefs and on the other hand, it is also related to the groupism of men in the organization. Also, family responsibilities, the structural obstacles of the legal system, men's thinking and attitude towards women's abilities and their lack of readiness to transfer power to women are other factors that have made their presence in management areas, especially at higher levels, less important [18]. The findings of Shah Talebi et al.'s study show that women in Iran's higher education have improved their management and leadership skills and have established themselves as successful managers despite the many obstacles that have stood in their way [11]. They have been able to move the negative view of society towards more positive attitudes towards women [2]. The experiences of the participants in the study of Kayseria Najafabadi et al show that employment outside the home increases satisfaction with their personal, family and social life, and employment allows a person to see himself as a useful person. define for the society, but on the

other hand, most of the participants acknowledge the difficulty of coordinating family roles and job roles. Also, if women develop their talents and abilities at work, they can handle several roles well at the same time, and on the contrary, when they are in charge of several roles, they can develop their abilities and capabilities. [14]. The findings of the research by Zarghami and colleagues show that women managers in Iran are also facing the phenomenon of a glass cliff. Using the data obtained from the interview, the glass rock model was designed, in which the factors that cause and strengthen the glass rock are explained. These factors include the characteristics of women in leadership, in-group favoritism of men, women's reluctance to enter the organization's male networks, lack of networks Support for women, organizational factors and cultural factors. Also, the model shows that the glass cliff has led to the inefficiency of women in management jobs, which itself has individual and organizational consequences [12]. One of the most important criteria for measuring the level of development of a country is the level of importance and credit that women enjoy. It is obvious that what is meant by importance and presence is real importance and effective presence and not symbolic. When a woman is given credit and value, in addition to her social duties, she will be able to perform the very important and basic task of raising a human being, and she will be able to produce capable and valuable children and her work will be very rich. build the future of the country. In addition, women working in educational environments can also take on the important role of training the human force and by training and raising people equipped with the knowledge and skills needed by the country, in preparation for the most basic underdevelopment. Be a capable and efficient human being. The participation of women in the management of universities, including educational, research and executive matters, provides the possibility of effective use of their potential forces and hidden talents. With the full use of the capacities and abilities of all the people of the nation, both men and women, we can hope for the development and reaching the transcendental stages of human societies. Considering the scientific, specialized and practical capabilities of women, their presence in managerial jobs and in decision-making positions is very necessary. At present, the thinking based on the ignorant and unfair assessment of the biological differences of women and men and its generalization to work areas has resulted in the participation of women in the managerial and leadership ranks of universities being very small [7]. Today, evidence and research show that despite the increase in the proportion of educated women in the labor market, their progress in managerial jobs has not been noticeable. Since, based on theoretical and research sources, social capital is one of the important factors affecting job promotion, and women have less social capital compared to men due to social and cultural factors. According to the findings, the chances of job promotion for women with a high socio-economic base are more than other women, and women managers are mainly from high socio-economic base and from families with a

democratic and cooperative structure; While non-managerial women in most cases were raised in families with permissive or authoritarian structures. Also, the amount of social capital (participation, relationships and social trust) of women with managerial positions is more than other women and its composition and structure is also different from other women. The social relations of women in non-managerial jobs often end with relatives, neighbors and insiders, while the social relations of women with managerial positions go beyond family members and include colleagues and friends. As a result, it provides them with various and numerous information and support and more social [6]. The reasons for the non-participation of female faculty members in management positions are social factors, the culture that governs the organization, and the incorrect structures in the organization. Cultivation in society, changing existing structures Universities and reforming the promotion process based on meritocracy can lead to an increase in the presence of women in university management positions [4]. In today's era, ignoring the problems related to women is actually a deviation from the development path. It is comprehensive and stable. As part of the human capital and educators of today's and future generations, women are considered an effective factor in advancing development goals in a society, and their ability should be used in all aspects of management and planning in society while strengthening women's participation at all levels of society. The findings of Ayat et al.'s research showed that all women's personality traits, including faith in God, kindness, emotionality, high tolerance, high public relations, flexibility, risk-taking, and self-confidence have a positive and meaningful relationship with managerial roles [2]. Researchers and commentators use many metaphors to describe the various difficulties and obstacles that women face on their way to higher scientific and managerial positions, such as the academic funnel, the glass ceiling, the glass fence and the stairs. They have used it [7]. Despite the fact that the number of women in the workforce is increasing, but their progress in managerial jobs has not been noticeable, and this is despite the fact that the researches conducted to recognize the superiority of men in management do not distinguish between men being exclusive managers.; But the characteristics that are considered for a successful female manager are more masculine than feminine and are usually accepted equally by men and women. In social institutions, women's behavior usually changes, but not men's. For this reason, most management positions are also occupied by men. As a result of this, stereotypes are created that associate management with being a man. In other words, although research shows that women are not less ambitious than men and want to progress, but the false beliefs that attribute management to masculinity actually lead to a decrease in female managers. Today, everyone believes that establishing proper communication and good behavior and the desire for collaborative leadership can solve management problems in many situations. Women are more empathetic, supportive, and able to communicate more effectively than men [10]. The results of Moradi's research also showed that

female characteristics and characteristics move in the same direction, therefore, women can shine in the field of management just like men. Feminine identity brings with it characteristics such as tolerance, understanding, sympathy, advice, education and kindness, pity and compassion, calmness, etc. These show the competences and ability of women to take responsibility. If we accept that there is a difference in the leadership and management style of women, according to the results of the research, we must accept that if women are to be assigned to management positions in organizations where participation is the basis of doing things, special attention should be paid to the role and importance of communication tactics be; Because communication tactics have an indirect and effective role in this, and the last point is that women should reach the point that they are responsible for their own lives and can use their lives in the best possible way. Even when they handle the responsibilities of life in the best possible way, they can also accept appropriate social roles. Women should first know themselves and their abilities and then create a field of knowledge for others to be proud like a skilled person in work and management fields; Because according to Hofstede, women can be successful and efficient managers by using effective behavioral methods [17]. In his research, Zahedi mentioned that in 1370, the first stage of a longitudinal study on the status of women in the academic community was conducted in Tehran, Shahid Beheshti and Allameh Tabatabai universities, and the results were published. In 1380 and 1390, the second and third stages of the mentioned research were repeated with the same topic and in the same place and the results were published. After three decades, for the fourth time, the status of women in the academic community was examined in order to determine the direction of possible changes. The findings of this trend review, over the past thirty years, indicate that although the position of women members of the academic staff has improved and their position has been stabilized, and although the number of women in various disciplines and specialties has increased, However, there has not been much change in the use of women in high management positions and in university leadership levels. Therefore, the initial hypotheses of the research are still confirmed, which means that effective use is not made of the huge force of academic women and gender is always considered a determining factor in selections [7]. According to the findings of Zahedi's research, most of the women members of the academic staff of the university feel that they are under the pressure of discrimination. This analysis indicates that women feel discriminated because they face discrimination in practice, although it is possible that this feeling is more than the actual amount of discrimination [8], while Zainabadi's research indicates that female leaders are considered more transformative than male leaders [9]. When thinking about women's managerial capabilities outside the home, on one hand, they point to the entry of a wide range of women into the workforce, and on the other hand, to discrimination against women in occupying managerial positions and powerful organizational positions. they say Although the

employment of women in work organizations outside the home can be considered as evidence of change, but creating opportunities for them to demonstrate their managerial capabilities is of particular importance [1]. In conducting this research, first of all, the management experiences of the narrator have been reported in the form of narratives. Therefore, this research tries to answer the following questions while telling the story of management:

What are the most important capabilities of women's management with an emphasis on personal abilities in the university according to the female narrator?

What are the most important limitations of women's management in the university with an emphasis on organizational factors from the point of view of the female narrator?

2. Research Methodology

Research has become an important aspect of human activities and human knowledge grows and expands with the help of research and finally leads to the expansion of the boundaries of knowledge and scholarship. The progress of any society is achieved as a result of research. In addition to that, research helps humans in finding solutions to problems and solving contradictions [16]. This research has a qualitative and phenomenological approach. In this method, the researcher tries to focus on the experiences gained in a person's life in the form of anecdotes and compile the research report in a narrative manner [3]. "narrating an experience" is a suitable tool for sharing one's experience with others as a result and process; In such a way that the audience of the experience and the narrator can reconstruct these experiences and reach a common understanding, and man organizes the world through narratives. For example, we can mention a university professor who narrates his successful experiences during twenty years of teaching and derives a conceptual and practical model from it. In narrative research, people express their experiences in stories. These stories are influenced by "one's past, situation and values". This research is retrospective in terms of time situation. We can categorize this narrative research in examining the career path [13]. According to Crosswell, visual research collects stories about individual experiences [15]. On the other hand, this research can also be called ethnographic research. Autoethnography is a research method that analyzes the concept of "self" in a social context. In terms of position, autoethnography is placed under ethnographic methods and helps us to tell life stories and personal experiences. to narrate with the help of theories and concepts of humanities and social sciences. [19]. This method is one of the newest research methods in the qualitative approach that has special methods, techniques and processes and helps researchers to The use of personal life experiences or "biological experience" to produce knowledge, and ethnography, by adopting a self-critical approach, retrospectively and selectively writes about experiences that are basically based on a part of a culture or an identity. A special culture

originates. The source of the discussion is the research data of the experiences and memories of one of the female faculty members of the Islamic Azad University, Kermanshah branch, in the context of the tenure experience of the teaching assistant and the student assistant, which was arranged in a narrative style. In conducting this research, the successful experiences of management and the merits of this method in the management process were expressed at a high level. Taqvai Yazdi and Hamidi Far state that educational leadership requires a process of social influence in which a person has a voluntary influence on other people to structure the activities and relationships in a group or organization. [5] while one of the main pillars in the university is the educational field. Considering the post-industrial era, it is necessary to coordinate the teaching-learning process in the university with these developments and move from the traditional strategies of information transfer to new educational strategies and learning leadership. Narration is usually known as a spoken or written text that gives us a description of an event or a series of events. In fact, narration can be considered a way of explaining the phenomena of human experience and studying them. It should be mentioned that in the research of lived and narrative experiences and

targeted sample selection, the reliability of the findings and its generalization are considered due to the depth of the findings.

3. Research Findings

A Brief Biography of the Narrator Under Study

The desired narrator is a female faculty member with the rank of 24th grade associate professor in the field of educational management in the faculty of literature and humanities at Islamic Azad University, Kermanshah branch, who has 4 years of experience in a high-level management position in the university's vice-chancellor for education and also the university's vice-chancellor for students. and one of the narrator's concerns is the transfer of management and leadership experiences in educational organizations in order to empower women and build the trust of high-level managers to entrust women with responsibility. The themes extracted from the narrator's experiences are arranged and presented in the form of the following tables.

What are the most important capabilities of women's management with an emphasis on personal abilities in the university according to the female narrator?

Table 1. The most important management capabilities of women according to personal characteristics in the university.

The most important management capabilities of women according to personal characteristics in the university					
flexibility	Long-term view of affairs	Saah Sadr in affairs	Sympathy with clients and colleagues	Establishing a system of encouragement and punishment	Passion to serve
Ehsan and Niki to colleagues	Hard-working and tireless in service	Attention to the growth of colleagues	Empathy with clients and colleagues	Justice in affairs	Principled goal setting
Loyalty to promises	Pleasure in doing the client's business	Attention to the excellence of relationships between people	Humility	Order in affairs	Attention to the quality of work
Setting realistic goals	Attending the university before all colleagues	Tolerating opposing thoughts	Hearing aid to understand things	Personal and timely attendance at the university	Review tasks and activities
Proper distribution of power	Importance for discipline	Dealing with violations and deviations	Fair and ethical treatment	Personal presence	Accuracy in doing things
work enthusiasm	Trying to solve problems, not compiling statistics	Avoiding coercion and domination	Righteousness	Adherence to management matters	Openness and expanded space in management
Satar al-Ayoub and covering the defects of colleagues	Creating a friendly atmosphere for colleagues	Ability to negotiate to resolve conflicts	Tolerance in university affairs and issues	Compliance with professional ethics	Truth seeking and truthfulness in service
Avoiding the absence of colleagues	Transforming the workplace into a friendly environment	Effective treatment	Not paying attention to gangs	Compliance with human ethics	executive daring
Avoid hypocrisy	Decision in the right place and at the right time	High readiness to serve	High work conscience	Compliance with management ethics	Determination at work
sacrifice	Possession of modern and local knowledge of the country	Being a servant, not being a ruler	Attention to the suffering of students, colleagues and clients	Faith in action	Sufficiency in affairs
To become famous through action	Pursuing decisions and being result oriented	Prioritize matters	Strong inner will	Delegation of authority to employees	Ability to make decisions
good behavior	Pursue matters until results are achieved	Carer and supporter of employees	Supervision of affairs	Trust in employees	Prioritize matters
fundamentalism	Resistance to problems	High tact	Personality aristocracy	responsiveness	A pioneer in affairs
Avoid sarcasm	Tiredness and perseverance	High insight	personal honor	work efficiency	Participation in management
Lack of judgment in initial encounters	Careful in maintaining the treasury	Honesty in speech and action	Strategic thinking	Efficiency in doing things	Participation in management

The most important management capabilities of women according to personal characteristics in the university					
Frankness	Careful use of property	Doing the task without consideration	Predicting university problems	Establishing cordial relations with colleagues and clients	Exuberance in management
Ability to motivate	Monitoring and follow-up of affairs	Having a vision for the university	The overseer of seeing God over all affairs	Ability to communicate goals to employees	Teamwork and collaborative skills
Creating psychological security	law enforcement	Respecting the rights of employees	Pursuing effective solutions to university issues and problems	Foresight and high foresight	Interactive management
Create a spirit of hope	Take advantage of opportunities	Establishing excellent relations with colleagues	Trying to untie the knots of the university	Speed in doing things	Collaborative management
Trust and interest in colleagues	Trying to satisfy the client	Striving for unity of goals	Courage and comfort	Honesty in dealings	Supportive management
Seeking organizational development	Keeping secrets	It is an afterthought	deep thinking	Avoiding aristocracy	Positive internal correlation with employees
Internal development seeker	Preventing the loss of employee rights	Forgiveness	Circuit with subordinates	What he likes for himself, he likes for others	Waiver is noble
Create intimacy	Hedayat and guidance of colleagues	Waiver is noble	Respecting the dignity of colleagues	What you don't like for yourself, you don't like for others	
The ability to face unpleasant situations	Management of superiors	willingness to take risks	courage and bravery	Conscientiousness	Developing strategic relationships
willingness to take risks	The ability to face unpleasant situations	The effectiveness of interpersonal culture	Transfer of experience and comparison	Innovation	Support colleagues
The effectiveness of interpersonal culture	willingness to take risks	Coaching and delegation	Power and executive power	developmentalism	Respect for clients
Customer orientation	The effectiveness of interpersonal culture		flexibility	obligation	Trying to meet the needs of the client
Developing strategic relationships	Customer orientation	Professional knowledge	Extending initiatives to the organization	innovation	Avoiding coercion and domination
The power of persuasion	Developing strategic relationships	Management of superiors	The power to create understanding and interaction with others	Moral actions	Precedence of rule over relationship
Creating organizational talent	The power of persuasion	The ability to face unpleasant situations	Evaluation and review of operation results	Planning and planning power	Targeting colleagues
Change leadership	Creating organizational talent	willingness to take risks	Individual creativity	Leadership and management power	good work
Coaching and delegation	Change leadership	The effectiveness of interpersonal culture	Efficiency	Analysis power	Encourage and praise colleagues
Influence others	Coaching and delegation	Customer orientation	Customer orientation	Ability to recognize the current situation and make decisions	Social Awareness
Team development	Influence others	Developing strategic relationships		Knowledge and time	Correct self-assessment
Opinionated	Team development	The power of persuasion	Aware of the consequences of achieving the goal	Efforts to improve the readiness of the organization	Self-esteem
Entrepreneurship	Opinionated	Creating organizational talent	Self Confidence	The power to create harmony	Knowing and understanding others
Frost business	Entrepreneurship	Change leadership	Social power	Ability to quickly adapt to changes	The growth of others
Determining strategic direction	Frost business	Coaching and delegation	Group management	justice and fairness	service oriented
Manage the job	Determining strategic direction	Influence others	Using the power of command	Follow up until the results are achieved	diversity management
Equip resources	Manage the job	Team development	development of others	Aristocracy of affairs	connections
Operational decision making	Equip resources	Opinionated	Perception of reality	Correct and timely use of available resources	Partnership efforts
Correct self-view	Operational decision making	Entrepreneurship	Self-control	Attention to the dignity of the organization and employees	conflict management
adaptation	Correct self-view	comprehensive	Endurance	Consultation and decision making	linking
The power of persuasion	adaptation	Determining strategic direction	adaptation	Thoughtful and logical	leadership

The most important management capabilities of women according to personal characteristics in the university					
Creating organizational talent	Consequentialism	Manage the job		Correct appointment based on merit	Accelerating change
Change leadership	Learning oriented	Equip resources	Willingness to work hard	Risk taking power	Group capacities
Maintaining honesty, truth and administrative health	Creating, developing and maintaining internal and external communications, relationships and links	Operational decision making	Vigilance and cleverness	Determining strategic direction	Self-control
Maintaining calmness and composure in difficult and unpredictable situations.	Transparency in organizational goals	Executor	Equip resources	Manage the job	Influence others
Complete patience and having the ability to bear pressure and stress	Alignment of individual behavior with organizational goals	Understanding the environment	Operational decision making	Equip resources	Team development
Cultural tolerance and guiding others	Analysis and judgment and problem solving	Valuing diversity	Correct self-view	Operational decision making	Opinionated
Faith in one's own abilities and innate talents	Knowing and analyzing and understanding the duties of related organizations	Showing high honesty and trustworthiness	adaptation	Correct self-view	Entrepreneurship
Assurance of continuous progress	Questioning common approaches and discovering alternatives and responding to challenges	Technical and professional expertise	Consequentialism	adaptation	Frost business
Welcoming new challenges	Applying creative, intuitive solutions and new perspectives	Analysis and problem solving	Learning oriented	Consequentialism	Determining strategic direction
Social skills and abilities	Intelligence and judgment in planning and prioritizing strategic issues	Innovation	optimist	Learning oriented	Manage the job
Accepting responsibility for decisions	Welcoming change and initiating and facilitating it	Engage in self-development	Awareness of personal values and moral patterns	optimist	Equip resources
The spirit of service and kindness	A positive and optimistic atmosphere to change and remove obstacles to success	Focus on results	Knowledge and understanding of specialized and professional issues	Executor	Operational decision making
Accepting responsibility for failures	Ability to design and revise the organization	Develop flexible goals	The ability to evaluate the activities of people under supervision	Understanding the environment	Correct self-view
Candor and determination	Sustaining change through HR practices	Accountability for results	Necessary skill to understand work and organizational processes	Valuing diversity	adaptation
Necessary and sufficient internal motivation for effort	Attention to contradictions and quick identification of key issues	connections	The ability to evaluate before action and action based on evaluation and recognition	Showing high honesty and trustworthiness	Consequentialism
Maintaining energy, excitement and optimism in work	The desire to see far horizons	Motivate others for high performance	Attention to education, training of human resources	Technical and professional expertise	Learning oriented
Effective management of emotions and emotions, resources and time	The ability to think strategically and long-term	Build relationships	Propagation of thoughts and ideas, creating a productive work environment and doing work efficiently	Analysis and problem solving	optimist
Creating a work-life balance and improving the quality of work life	The ability to create, expand and follow the desired vision	Participation and cooperation	The process of effective and efficient use of material resources	Innovation	Executor
Knowledge and understanding of specialized and professional issues	Monitoring environmental trends to predict their effect on the organization	Development of strategic vision	Compliance with hierarchy	Engage in self-development	Understanding the environment

The most important management capabilities of women according to personal characteristics in the university					
The ability to evaluate the activities of people under supervision	Awareness of the belief, political, economic, social and cultural system of the society	Change skill	Knowing and understanding the function of the organization, its structure and organizational culture	Focus on results	Influence others
Necessary skill to understand work and organizational processes	Ability to predict developments and be ready for the future	Creating contact between internal groups and the external environment of the organization	Establishing organizational cooperation and coordination with various areas inside and outside the organization	Determining strategic direction	Team development
The ability to evaluate before action and action based on evaluation and knowledge	Understanding the general mission of the organization	Providing an orderly and formal method	Planning based on objective observations	Providing the necessary answers to the requests of subordinates and clients	Opinionated
Attention to education, training of human resources	Justice in the use of wealth and avoiding extravagance	The macro vision and strategic plan of the organization	Planning based on collective wisdom	Client guidance	Entrepreneurship
Propagation of thoughts and ideas, creating a productive work environment and doing work efficiently	Establishing organizational cooperation and coordination with various areas inside and outside the organization	Having executive thinking	Attention to the dignity and respect of colleagues	Trying to get the client's satisfaction in providing quality services	Frost business
The process of effective and efficient use of material resources	Planning based on objective observations	Attention to the emotional dimensions of employees	Appreciate the efforts of colleagues	Follow up and presence in the scene	Formation and management of various working groups
Compliance with hierarchy	Planning based on collective wisdom	Creating a sense of usefulness in employees by providing progress reports	Positive feedback to colleagues	Sharing information, experiences and learnings with others	Creating and maintaining a power base, negotiation, agreement and commitment
Knowing and understanding the function of the organization, its structure and organizational culture	Commitment to one's managerial duties and responsibilities	Ability to manage organizational culture	Observance of moderation in dealing with colleagues	Creating synergy in the organization	Creating and maintaining healthy relationships and benefiting from emotional and emotional intelligence

What are the most important limitations of women's management in the university with an emphasis on organizational factors from the point of view of the female narrator?

Table 2. The most important limitations of women's management in universities with an emphasis on organizational factors.

The most important limitations of women's management in universities with an emphasis on organizational factors					
Inefficient in-service training	Using incompetent people in the organization	External group pressures	The normalization of illegal activities in the organization	Dominance and increasing the concentration of men in the organization	glass ceiling
Weak and incompetent employees	Lack of organizational memory	management instability	Hiring people based on relationships, not merit	Lack of organizational support for women	glass wall
Profitable employees	Predominance of underwork culture in the organization	Breaking the norms of affiliated people in the organization	Not using the incentive system	The long-standing dominance of men in administrative structures	Band games in the organization
Organizational discrimination	Inappropriate work spirit in the organization	The relationship of the game in dealing with offenders in the organization	Inefficient and traditional rules	Cultural beliefs of the dominance of men in the organization and society	Predominance of informal groups against the organization
The existence of saboteurs of an organization that no power can help	Inappropriate organizational structures	Prevailing culture of disloyalty to the organization	Inability to deal with employees who have affiliations outside the organization	Cultivated administrative violation	sexism look
Organizational umbrella game of some people	Weak moral piety in the organization	Influence of power centers	Organizational discouragement	Administrative corruption	Organizational submersion

The most important limitations of women's management in universities with an emphasis on organizational factors					
Inefficient evaluation system	Prioritizing short-term benefits over long-term benefits in the organization	Using centers of power to advance personal goals	Internal group pressures	Low teamwork spirit in the organization	Poisonous atmosphere in the organization
Behavioral disorder	The criteria for measuring the performance of dependencies, not competencies	Organizational conservatism	Weakening of legal mechanisms	Organizational arrogance of some managers	Party game in the organization
Self-interest	Being dominant among the harvesters	Discrimination strategies	The extreme ambition of male managers	Monopoly of some comrades	Organizational silence
Instrumental use of post	Selfish behaviors	Unjust defense of dependent wrongdoers	Failure to comply with ethical principles	Improper distribution of power among managers	Prevailing disregard for regulations in the organization
Elimination of efficient forces	Materialistic behavior	Patriarchal horn and trumpet	The dominance of patriarchal thinking	Organizational collusion	Precedence of relationships over rules
Instrumental obedience to superiors	Tendency to authoritarian behavior	Political game in the organization	Cultural barriers to women's management	Organizational ambiguity	Tribal and family recruitments in the organization
Lack of justice	Trying to create a harmonious atmosphere	Transaction behavior is like	Instrumental use of employees	A tendency to run away from the law	Instrumental use of information
Non-organizational intentions	Preference of individual interests	Narcissism and false self-confidence	Destruction of others	Distortion of reality	Lack of accountability and responsibility
Inaccuracy in performing tasks	Lack of foresight and foresight	Diligence in performing duties	Work in a show	Trying to keep the post	Exaggeration of authority
Centralization in decisions	Inability to deal with the power of the authorities	Lack of nobility in affairs	Lack of decisiveness in decision making	Unknown position	Postponing today's work to tomorrow
Lack of feedback to employees	Fear of succession	Being indebted to managers	Political consideration	Failure to prioritize matters	Lack of trust in employees and subordinates
The equality of wrongful employees and loyal employees	Organizational narcissism	Organizational masks	Predominance of choosing men in different fields	Unpreparedness of men to transfer power to women	Groupism of men
Not having the position of humble and opinionated forces	Marginalization of powerful forces	Laying eggplants around the frame of the folds on the affairs	Focus on personal interests rather than collective interests	The culture of honoring competent people and associates	A culture of empowering unworthy people

4. Discussion and Conclusion

The purpose of this research is to present and transfer implicit experiences and knowledge of management at the higher levels of higher education centers so that other women can get acquainted with management experiences. Women are educated in management fields and along with other personal qualities, they can be very good options for managing administrative affairs. Academic women should strive for continuous learning and gaining experience. Learn from the experiences of women managers and leaders and support them. They are not afraid of taking risks and are looking for opportunities, in any responsibility they take, they will learn a lot and gain valuable and useful experiences for their business. They don't wait for possible chances to happen and know that their own efforts will change their career destiny. Therefore, it is worthy for them to use what they have in their power, to open up about their rights, to speak up, to follow through, with hard work and self-confidence, to overcome the obstacles in front of them one by one until they overcome the cold and dark. And to overcome the misconceptions about women's managerial ability. If women increase the speed of movement,

they will be closer to the equality promised in the constitution. Inequality is not a certain fate and it should not be accepted, even if there is a long way ahead. [7-12, 17-20] are aligned. The experiences of women managers show that they may have faced many problems and problems, but they see them with the success of women and their capabilities, and in this way, they not only achieve success. They also pave the way for promotion for other women. Although there are explanations about the continuation and support of this trend at the level of macro-policies of the society, it is hoped that it will continue in relation to women's management. Therefore, it is suggested to managers to trust women and use women in managerial positions along with others. Among the limitations of this research, it can be mentioned that the findings of this research are only the lived experience of a female faculty member, and in other researches, women should be treated differently.

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