

AN ABSTRACT OF THE THESIS OF

Nancy Walker Shearman for the degree of Master of Arts in Interdisciplinary Studies in the co-departments of Business, Political Science and Journalism presented on April 23, 1986.

Title: An Inquiry into Attitudes Toward Professional Women: Rotary and Zonta Club Members

Abstract approved: **Redacted for Privacy**  
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Over the past decade, federal as well as state legislation has been passed to eliminate discrimination and create equality in the workplace. However, the attitudes of professionals are not as easily changed. Many barriers still face female executives entering the corporate level. This study examined the attitudes of professionals in the Willamette Valley toward female executives.

By using the Managerial Attitudes Toward Executive Females Scale (MATWES), the differences in the managerial attitudes of professionals in the four Oregon cities of Portland, Salem, Corvallis and Eugene were examined. Differences in sex, city, sex-city interaction, age and industry of employment were variables. The sample was composed of professionals were members of a Rotary Club (male) and members of a Zonta Club (female) in each city. Responses from 289 surveys were obtained during meetings and analyzed,

199 from Rotary Clubs and 90 from Zonta Clubs. One and two-way analyses of variance were performed on the categorical data.

Findings were:

1. There was a difference (.05 level) in the managerial attitudes of Oregon Rotary and Zonta Club members, i.e. men and women professionals, toward women executives.

2. There was no statistical difference in the total managerial attitudes of professionals toward women executives in the Oregon cities of Salem, Eugene, Corvallis and Portland. However, six MATWES items were rejected.

3. There was not an interaction between sex and city although two items showed an interaction.

4. There was an association between the managerial attitudes toward women executives and the age of professionals in Oregon. However, two items showed a difference.

5. There was an association (.05 level) between the managerial attitudes toward women executives and the industry in which an Oregon professional is employed.

On the basis of this study, the writer made the following conclusions:

1. The women were less sexist than the men.

2. Women may expect to be stereotyped and discriminated against for some time to come.

3. In three items women had lower mean scores than the men, all of which reflect a negative self image and an inaccurate perception of their male colleagues.

4. Men remain adamantly sexist on the issue of workplace equality and women share their outlook.

5. Eugene is more receptive to women executives than Portland.

6. Corvallis men expressed a willingness to accept female executives in time.

7. Corvallis men also believed more than any one else that women take credit for work done by men.

8. A change in attitudes is in process.

9. Professionals over the age of 65 believed they have less to fear from women competitors than professionals under the age of 35.

10. The transportation and retail trade industries are less receptive to promoting women than is government and the industries of communication and agriculture.

The writer made the following recommendations:

Women hoping to crack the executive ranks in Oregon businesses must be aware of the attitudes affecting their career. Men must also come to realize that by denying women subordinates access to executive positions, they contribute to the attitude which prevents their own wives, daughters and granddaughters from earning pay and positions equal to that of their male colleagues. Recommendations for further research were also made.

An Inquiry into Attitudes Toward Professional Women:  
Rotary and Zonta Club Members

by

Nancy Walker Shearman

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AN INQUIRY INTO ATTITUDES TOWARD PROFESSIONAL WOMEN:  
ROTARY AND ZONTA CLUBS

I. INTRODUCTION

John Naisbitt of Megatrends adds an 11th megatrend--end to workforce inequality--saying that both masculine and feminine roles will be rethought and new styles of managing and leading will emerge. ("Can Women Obtain Workplace Equality")

This study is the result of the author's interest in women and their development as partners in the home and at work. As culture and conscience have allowed, women have slowly but progressively secured the right to vote, to use birth control, own property and earn wages. The past decades have witnessed the rise of women holding non-traditional roles such as firefighters, lawyers, judges, and school principals. Women are arriving. Beverly Lanquist, corporate vice president for investor relations at United Technologies Corporation, notes, however, that women executives will have arrived when they are no longer an issue, "when someone doesn't come around and interview them."

Change in the corporations first began with Title VII of the Civil Rights Act of 1964, and related executive orders, which ordered the end of discrimination in employment. In 1970, AT&T was found guilty in its \$38 million discrimination battle with the Equal Employment Opportunity Commission who claimed "the Bell Monopoly is the largest oppressor of women workers in the United States." As John Brooks pointed out in his book Telephone, "The extent to which government may or should determine a private corporation's hiring policies, promotion policies and pay scale, a matter entirely unexplored

in the past history of free enterprise, remains to be settled in the future."

Whether because of outside pressure, the potential threat of government interference or to keep abreast of changing social climate, women were promoted to management positions in more than token figures. Major companies realized they had to allow women into management, but the statistics prove a change of rhetoric not behavior. Women managers in 1980 had median weekly earnings of \$257--59% of male managers' median earnings of \$435. In 1969, women held 15.8% of management and administrative positions; in 1979 women held 24.6% of such jobs, according to the Bureau of Labor Statistics. In March 1984, a Working Women article stated that women make up 42 percent of the work force, but they hold only 20 percent of the professional and managerial jobs.

Through force and determination, women are now entering the work force and mid-management, but promotions into upper management are rare. With the exception of Katherine Graham of The Washington Post, for instance, no woman has been appointed chief executive of a Fortune 500 corporation. (Mrs. Graham succeeded her husband upon his death.) Experts speculate that it will be 20 years before 10% of these corporations have female CEOs. Of the 14,000 available Board of Directors seats in the Fortune 1000 companies, a mere 3% are held by women.

A Louis Harris poll published in Business Week, June 28, 1982, noted that the results of a decade of equal opportunity legislation were showing. Women executive managers were performing well, and the article proclaims a "revolution in attitudes toward women executives in American business." However, deeper in the article Harris warned of two types of responses from the 602 executives, six of whom were women. First, Harris pointed out that chief executive officers are

not professionally threatened by competition from women executives and played back the "conventional rhetoric" when questioned. Secondly, on questions regarding operational realities, "The division is really between hiring and promoting."

Findings such as those stated above led this author to further explore the characteristics affecting the promotion of female executives. Aided by legislation in the 1970's, women were protected from blatant discrimination. In the 1980's, experts have pointed to the current subtle discrimination of corporate politics as the barrier to executive females' progress. If behavior in the business world is changing, are attitudes also changing? What percentage of what experts write is actually read and assimilated into the behavior of decision-makers? These issues of political science, business and journalism are the focus of this paper examining the current attitudes toward executive females.

#### Statement of the Problem

This study examines the problem of professional attitudes in Oregon's Willamette Valley, attitudes that may be blocking management career development for women. Since a strong relationship exists between attitudes and behavior, according to Professor Peter Dubno of New York University, then studying the attitudes towards women in management may help explain their lack of progress in terms of salary and position.

### The Purpose of the Study

The purpose of this study is to provide a resource tool for Oregon's Willamette Valley managers documenting current attitudes towards female executives. In addition, this resource could be used by educators in developing courses for women in managerial careers or organizational behavior. Journalists could use these data in articles analyzing current research regarding the status of women. Lawmakers could also use this research to provide information regarding constituents in the business communities or to analyze the attitudes of men and women in regard to pending statutes.

### The Need for the Study

An examination of the available research revealed Professor Peter Dubno's Managerial Attitudes Towards Women Executives Scale (MATWES).

To establish attitudes affecting career development for women, he used MATWES to test graduate business students in three universities. When discussing the results of his study, Dubno noted that MATWES had never been used to document the attitudes among professionals regarding executive females.

Persons the author contacted during preliminary research for this topic supported such a resource as a valuable tool for academia as well as many aspects and phases of career development.

As a leader in a women's professional organization, it is clear to me that the results of Nancy Shearman's proposed research on perceived attitudes by women and toward women by men in Willamette Valley professions and businesses would benefit our understanding of working relationships.

Caroline Wilkins  
Consultant  
Consumers/Business/Government

This study will serve as a valuable reference guide for women beginning their careers and for men examining their own attitudes as well as their hiring and evaluation methods.

Ursula Bacon  
Publisher  
Northwest Women in Business

In Benton County, as in any jurisdiction, we need the person who is most qualified. This study will serve to support the hiring of non-sexist personnel.

Dale Schrock  
Benton County Commissioner

#### Delimitations

This study is delimited by the following:

1. No attempt was made to study Oregon cities other than Portland, Salem, Corvallis and Eugene.
2. No attempt was made to distinguish the length of time the questionnaire respondents held their present managerial professional positions.

### Limitations

This study is limited by the following:

1. Oregon women may enjoy higher status, based on economic, legal and political factors, than in any other state. ("Oregon Women Fare Better Than Others") Therefore, the results may not be generalized beyond Oregon, although researchers in other states may wish to replicate the study.

2. The results of the questionnaire were limited by the participants' ability to answer truthfully and without bias.

### Definition of Terms

For the sake of clarity and mutual understanding, the following terms were defined as used throughout this study:

Discrimination : To distinguish in the treatment of men and women.

Business Politics: Overtly, the use of campaigning, lobbying, bargaining, negotiating, caucusing and collaborating to establish credibility. Covertly, establishing credibility also involves jealousy, pride, ego and power.

CEO: Corporate Executive Officer

Mid-Management: Someone who has other supervisors/managers reporting to him or her.

## II. REVIEW OF RELATED RESEARCH AND LITERATURE

A review of the related literature and research available at Oregon State University was aided by the following sources: business periodicals on the subject of women, management, politics, career opportunities and development; Library Information Retrieval System data base on women in management and Dissertation Abstracts International. Several articles and books were requisitioned through the inter-library loan service. Also, male and female members of politics, corporate and business management were interviewed. The purpose of the research review was to document current attitudes toward executive women which may be affecting their entrance into upper management positions.

It can be concluded from the literature and research that professional women will contend with a variety of attitudes in the workforce from female colleagues, male colleagues and attitudes found within the organization. Much of the literature and research was presented in a style suggesting methods to imitate or avoid on the way to the executive suite. Likewise, this discussion is also prescriptive in nature. For this reason, the review was divided into five strategic attitudes under the following categories:

Attitudes about Building Personal Competencies. Here attitudes are examined affecting the female executives' lifestyles, values and stress levels. This section reveals the popular opinion that successful women strike a balance in their personal and professional roles.

### Attitudes about Personal and Professional Alliances.

The corporate world has been compared to a political arena. The literature revealed a belief that the support of friends, mentors and peers, plus knowledge of corporate rules, can be one's best defense.

Attitudes about Social Conditioning. Women are often viewed as the new players in the managerial workforce. Male teammates, reluctant to share their turf, discriminate and stereotype against female executives. This category examines the attitudes and biases, blatant and subtle, one can expect to encounter.

Attitudes about Women's Capabilities. New studies uphold the opinion that women make better managers than men. ("Women are better managers") It is believed that women, acting on this asset and keeping their other professional skills updated, can use these new findings to their advantage.

Attitudes that Deter Promotions. Attitudes, as revealed in the literature, suggest that women aren't planning their corporate level career moves. To combat these opinions, women should join a firm possessing a strong commitment to affirmative action and willing to give a woman honest feedback plus experience in a variety of departments.

### Attitudes About Building Personal Competencies

Today's woman, who has many responsibilities at home and at work, is often caught up in conflict between her mother's objectives and her own. The previous generation's objectives tended toward nurturing of the family. Many women today add concern for their own career development. So an important issue becomes the balance of both worlds. The literature

reviewed for this section, Attitudes about Building Personal Competencies, cited examples of women who fail to succeed because of their own, at times ill-defined, attitudes.

Many women start out on the wrong foot by setting their hopes too high. They have such ambitious and unrealistic goals for themselves that when they do achieve a substantial degree of success, they nonetheless consider themselves failures. (Weinberg) To approach this challenge, one key to balancing personal and professional lives may be to budget time. Eileen Cole, managing director of Research International, Unilever's market research subsidiary, emphasizes her reliance on planning and time management. "I've always said that what every woman manager needs is a good wife," Cole said, adding that almost every senior woman in business has an added responsibility beyond that of her male peers, either a family or elderly parents or a home to manage. (Kennedy)

Whether a woman balances her time or has her time balancing her may be indicative of how she perceives her environment. In "Analysis of Comparison of Communication Styles of Executive Women and Women in Traditional Roles," Kathy Brittain found that executive women schedule their lives and make lists to accomplish tasks. They see the environment as controllable, while women in traditional roles demonstrate a lack of scheduling and let environmental events determine actions. (Brittain)

Apparently not all women strive for the corporate ladder's top rungs--or do they? The results of Professor Corine Norgaard's 1978 study of 1245 women in lower and middle management indicate that some women do not desire advancement. The usual reason given is that they thought they would not like the type of work required. However, Norgaard's analysis claims that personal factors may covertly influence these

women's job objectives: the pressures of multiple demands, concerns with the quality of life and conflicts with spouses. (Norgaard)

Evidence shows that a working woman with a family commits a large portion of her time to balancing private and professional roles. A recently released Boston University study followed the lives of 651 employees at all levels of a large Boston-based corporation for one year, interviewing them about work and family matters. According to Professors Bradley Googins and Dianne Burden, the average female married parent at the company spent 85 hours a week on her job, homemaking and child care, compared to the 75 hours spent by a single female parent, 66 by a married male parent, 65 by a single male parent and 55 by a non-parent. ("Study: Job-family conflict creates worker depression")

More and more evidence exists to defend the standpoint that successful women should not give 100 percent to their professional lives to insure quality in their personal lives. In his book, Otherwise Engaged: The Private Lives of Successful Career Women, Dr. Scully Blotnick studied over 3000 women executives over a 25 year period. He cites two distinctions between women who have successful personal and professional lives, and women whose life is plagued by divorces and dismissals. In the first place, many women overinvest in their professional lives, sacrificing their personal lives. "Successful women know how to use their daily supply of energy efficiently and those with a rewarding sex and love life do this best of all." Secondly, the women who placed high expectations on their professional image often were fired or quit because of their own impatience. "Those whose expectations are more moderate and who work just as hard usually do well," Blotnick said.

Research to determine women's attitudes towards success revealed that one woman's concept of success may be another woman's definition of failure. Marcia Rosen, vice-president of Northern News Service in Connecticut, co-authored a quiz for women to gauge their definition of success. Appearing in the September 1985 issue of Harper's Bazaar, Rosen's article said women's attitudes of success often fits in one of three categories: the professional achievers; a fulfilling relationship; or job stability and emotional commitment. The professional achiever's self-esteem is locked into the size of her paycheck. The second group of women are "men-motivated." Their sense of worth is developed through their lover or husband. Those who view money-making as a secondary reward to a challenging career often fit in the third category.

What about the women who believe they can do it all? "This idea of superwoman is a super myth!" states Oregon Secretary of State Barbara Roberts. "That myth makes each of us feel inadequate. It's not that we can't do it. It's that we can't keep it up. And when we begin to slide, we think we're failing. The superwoman syndrome is a super tragedy." Roberts says she copes by not grocery shopping, sending Christmas cards, entertaining at home, gardening, sewing, canning or washing windows and "I don't do toilets either! But most importantly, I don't feel guilty about it and I know I'm not inadequate."(Roberts)

Corporate women are members of the growing fitness craze who believe exercise to be an antidote to daily stress, a bi-product of executives. "While expanding your brain, don't neglect your body. Daily exercise can easily be included in your schedule once you get into the habit; the increased energy level adds hours to your day as well as zest to your life," writes Carole Howard, division manager of public relations for AT&T Informations Systems. Howard stresses the

importance of balance in one's life, "After all, you've never heard anyone on her deathbed bemoan the fact that she didn't spend more evenings or weekends in the office."(Howard)

An executive's state of mind or mental health is often reflected in her effectiveness and efficiency at the office. "Getting along well with subordinates, peers, and superiors is of crucial importance," according to Psychologist Eugene Raudsepp, because most offices rely on group effort. "No matter how capable an employee may be, if she has an abrasive personality, top management will regard her as a liability." (Raudsepp,1983)

The literature reveals and prescribes some specific ways a woman can approach the challenge of developing her own personal competencies. Armed with current information, ideally, a woman will negate attitudes counter-productive to her psyche before she even leaves home for the office.

### Attitudes About Personal and Professional Alliances

The literature and research revealed innumerable attitudes recommending the best road to the top levels of management. And most of them agree that the support of peers and friends can make the trip worth the effort. For example, one source suggested that for women proficient in the art of small talk, alliances are formed more quickly than women who only talk shop. One article encouraged women to take part in the business ritual of sports talk, the male way of saying, "Hello. How are you? We have a lot in common."(Donnelly)

Mentoring is billed as an expressway to the corporate level, especially for women. The continued and close attention of a loyal adviser is currently a woman's best

defense to information men get in the "good-old-boys'" pipeline. Additionally, the more prestige one's mentor commands, the more respect his/her protege will possess in the eyes of colleagues.(McLane)

Since the majority of mid- and senior-level managers are male, the chances are high that a woman may have a male mentor. Suzanne dePasse, a president of Motown Productions, was mentored by the firm's founder Berry Gordy, who encouraged her to climb the corporate ladder. "Gordy not only trained me," dePasse recalls, "he armed me with independence and confidence."(Donnelly)

While the positive attitudes towards securing a mentor are overwhelming, one executive warns against overdependency. Mary E. Cunningham in her book, Powerplay: What Really Happened at Bendix, warns against relying too heavily on one mentor. She was forced to resign as vice president of a Fortune 500 firm when her protege/mentor relationship received international press attention. Cunningham wrote that even the CEO's power was not enough to compensate for the "ferocity and duration of attacks that can be directed against you by someone who feels threatened." She suggested that women build a power base of many allies who can attest to their competence and credibility.

Barbara Cohen, director of news and information programming for National Public Radio, is of the opinion that support comes from outside one's chosen field. Her own personal network of females is employed outside the communication field. "Now I can phone somebody to talk about a bank loan and know I'll get special treatment," Cohen said. Comparing her support to the old boys' network, she claimed one of the things important to women as they rise to higher levels of management is to find other women on the same level with whom to talk.(Dolan)

Literature strongly suggests that while establishing a base of personal and social support in the organization is important, a woman must also form political alliances. From the age of five, sometimes sooner, males are socialized to play ball or other sports, team-oriented activities a team oriented activity where the winner is often the one who knows winning strategies, and where even the loser learns a viable lesson about competition. In the workplace, men are still playing ball, struggling for power in the name of corporate politics.

Betty Lehan Harragan in her book Games Mother Never Taught You writes: "The game of business has acquired several euphemistic titles, but experienced male players refer to it by its generic name--corporate politics. The objective of the game is money and power." She likens the hierarchy of the corporate structure to the military structure and supports the attitude that women miss out by not knowing the rules of the game.

Women's lack of experience in the military and corporation limits their rise to upper management. "In the past decade women have come a long way but there is still much to be learned," said Rose Ostby, Corvallis, Oregon, Personnel and Administrative Business Consultant. "What wins a promotion is knowing how to play the game of business politics." Her comments were made to a local Women's Networking Organization meeting.

Some researchers want to dispell the naive attitude that business politics do not exist. On an individual basis, the degree to which a woman chooses to "play" the game will affect her credibility as a team player. "Women in business are coming of age," says Catherine Holland, a vice-president at First Interstate Bank of Oregon. Another woman, a politically active Washington D.C. attorney, said, "I think (these) women

are starting to realize that government (politics) plays a big part in their personal and professional lives, whether they like it or not."("Career Women Push for More Clout")

In the politics of corporate life, many ambitious females face two drawbacks, according to the standpoint of Attorney Susan P. Graber of Portland, Oregon. "First, they lack a sense of humor, which sometimes shows in lack of patience. Secondly, many women do not appreciate business politics, its values and personality. They choose not to play the game because they don't understand or they don't approve," Graber said.

This lack of understanding or denial of corporate politics can potentially lead to poor, uninformed decisions. Dr. Thomas Hollmann, manager of personnel research at General Electric, believes that some people are very unrealistic about their impact on an organization. "They are naive about the politics of an organization, and when they learn there are politics, they think it is wrong or bad, but what they don't realize is that the organization is a political entity."  
(Weinberg)

Men tend to be better at office politics than women, in the sense that they seem to understand they have to get themselves and their work noticed. Women, on the other hand share the impression that if they do their job well, the organization will treat them fairly, an attitude crippling to corporate rise.(Kiechel)

The literature and research reviewed documents the attitudes of educators and professionals who strongly prescribe making personal and professional contacts work to benefit the corporate executive. This attitude is opposed to the narrow belief that personal dynamics are separate from professional success.

### Attitudes About Social Conditioning

A very real and threatening obstacle to the career of a female executive is a discriminatory attitude from both males and females.(Anderson; Davis) If knowledge is indeed power, than the following views, describing where discrimination originates and how these attitudes are manifested, will help to diffuse the anger discrimination often ignites.

Author, psychologist and MIT professor Sherry Turkle traces men's unwilling inclination to share their corporate world back to the Oedipal stage. When the father steps in to break the boy's fantasized romance with his mother, he strikes a blow against fusional relationships and applies pressure for separation as male. Separation is reinforced when the boy gives up the idea of a romance with the mother through identifying himself with his father.(Turkle)

Psychiatrist Robert E. Gould, MD, wrote of the socialization of a man from his childhood, when he is called a sissy for playing with girls, to adolescence when a young man breaks dependency with his mother to reach manhood. "Is it really, then, so hard to believe that men do not like women?" Gould asks. "The amazing thing is that some men manage to transcend their cultural attitudes and feel that the female sex is fully equal to the male." In a counter article of the same Working Woman edition, essayist Mary Kay Blakely states that the "current and presumably final reason women are having such trouble getting into senior management positions is that the men who deal out the promotions aren't comfortable having women as colleagues."(Blakely)

In 1958, Look Magazine examined the state of middle-class man's flight from female tyranny in the series entitled "The American Male: Why Do Women Dominate Him?" Journalist

J. Robert Moskin wrote, "The corporate work world was actually a refuge, perhaps men's last indoor refuge, in a matriarchal society. His office was his castle and the corporation man's haven in a heartless world."(Ehrenreich)

There is not a lot of evidence to show that men are any more willing now than they were three decades ago to share the corporate world. In 1981, Anne Harlan and Carol L. Weiss of the Wellesley College Center for Research completed a three-year study on women in management. They contended that attitudes toward women have not changed significantly in the past ten years. When women reached 15% of the management personnel, Harlan and Weiss witnessed "blatant sexual innuendos; restriction in opportunities, especially at the upper management level; the establishment of female "ghettos" where positions held by women lost a degree of power and where men became reluctant to work." Any real, meaningful change that would fully utilize women as human resources can come about only if the male power brokers want it and push for it, the article concluded.(Carlson)

This "ghetto" theory, where men become reluctant to work, was documented by a 1985 Progress of Women in Communication Special Report, which looked at the feminization of the media, once a man's field. This report stated that when a field has become female-intensive, salaries have fallen and the field is accorded less prestige.(Wilson)

In a 1983 survey by International Management, thirteen countries spanning five continents indicated what "astonishingly" slow progress men and women have made in developing partnerships that encompass work and home life, "a lag that no business executive would tolerate in a joint venture at the office."("Bitterness Simmers Where Women are Held Back")

In his study of male and female MBA students' attitudes toward women executives, Dr. Peter Dubno, found a wide discrepancy. "Men are much more negative toward women executives than are women. Because a large proportion of the Masters of Business Administration (MBA) sample members are expected to enter business organizations as managers, women executives may expect to continue to suffer from discrimination and stereotyping for some time to come." (Dubno,1985)

Discriminatory attitudes are often evident as soon as a woman is hired. Sex discrimination in the promotion process takes two forms: wage discrimination and employment discrimination. Both practices cause men and women of equal ability to receive different wage returns from a promotion. To deny promotions to women or offer lower returns because of expected differences in turnover rates is discrimination. ("Sex Discrimination in the Promotion Process")

Are the policies supporting pay differences between men and women justified? Mary Anne Devanna, research coordinator of the Columbia Business School's Center for Research in Career Development, tested four hypotheses to explain the salary differences between 45 men and women graduates from Columbia's School of Business. The theories were: (1) women are less successful because they are motivated differently than men; (2) motherhood causes women to divert attention from their careers; (3) women seek jobs in low-paying industries; and (4) women seek types of jobs, in human resources, for example, that pay less. Devanna concluded that discrimination, not level of motivation or choice of job, accounted for the pay differences.(Fraker)

Other forms of discriminatory attitudes existed for executive businesswomen in subtle ways not obvious to the male manager. For example, women with a family were not offered

the opportunity to take business trips. Or the boss used one voice tone with males and another with females, even when the words were the same.(Kiechel)

The literature and research also document conflicting attitudes surrounding a men and women's nuptial state. In the corporate world, for men who sought advancement within their corporation, marriage was a must, but being divorced enhanced a woman's professional image. These women were thought to be more "worldly" and were more desirable to a corporation than married women because they were free to travel or relocate without upsetting a family or a spouse's career.(Cox)

At least one professional female is of the opinion that communication outside the workplace separates the men from the women, "Even if I learn to play golf, my boss wouldn't invite me to play with him," said American Airlines Advertising Vice-President Ann Smit in a personal interview with this author. "I don't get enough time with my boss to toot my own horn and share my ideas. My male colleagues get this time through informal contact on the golf course."

Do women actually have to become a male's clone to succeed in business? Lesley Bottoms reported in her 1982 descriptive study of 154 New York female professionals earning over \$25,000/year that women who currently achieved at exceptional levels in nontraditional careers had acquired attitudes "historically defined as masculine."(Bottoms) However, an examination of the federal executive bureaucracy revealed that when men entered traditional female occupations and succeeded, they were not accused of taking on female attitudes but of upgrading the profession.(Lynn:209)

To understand the "underutilization of women in the business world," Dorothy Louise Allen questioned 125 business executives and 125 female college graduates. In view of the need to break down stereotypical attitudes, "females must

presently work within the male system to meet current requirements for achievement, leadership, subordinate motivation, and competency."(Allen) Even though women reportedly concern themselves with interpersonal relations and other work related values than achievement and power, there was no indication that they were less interested in achieving power than males.(Lynn)

In his book The Gamesman, Michael Maccoby detected an inclination among men not to give women the support and criticism necessary to promote the women's self-confidence. Consequently, Maccoby's attitude is that men and women are not being treated equally because women do not get the critical feedback necessary to good progress.

What pervasive attitudes exist among males who now have females as their colleagues and managers? In her 1982 dissertation, Joan Simmons-Kiecker found that "male executives either felt accepting of female executives at a personal level or they were threatened by them. Accepting males were supportive and understanding. Threatened males' behavior with females was reflected accordingly."(Kiecker)

In an article on "Women and Success" in Harper's Bazaar, men were asked how they felt about women in power. "Most women are lovable, but powerful women are scary," said President Thomas O'Donnell, Local IBT-Teamsters. "People are afraid of anything that goes against stereotype. The culture throws them up and we perpetuate them. The whole thing of Joan Crawford in the padded shoulders was invented by men. It's not helped by Margaret Thatcher and women like that who act like men," said journalist and novelist Pete Hamill.

Fellow journalist and author Carl Bernstein claims, "The perceptions of a person's power is hardly the principal criterion by which I would judge anybody. I would approach somebody for fundamental human qualities, particularly women."

Walter Channing, president of CW Group, an investment firm said, "I hate women who abuse power because I'm less prepared to deal with it. The ability to switch back and forth between business and the emotions is unnerving and women are good at that. Of course, emotion has a place in professional life. But it gets very complex with the male/female thing. We're unequipped to handle it."

Home Box Office CEO Michael Fuchs said, "I've heard a lot of guys say that after a hard day's work, they want to come home to someone soft and easy. But what is more frightening to me is the thought of coming home to a woman who isn't stimulating, decisive, who only lives vicariously through me." In concluding her article, Geller said the attitudes of the men who did speak out may not be representative of all men. "They're much too brave to be typical."(Geller)

In the work environment, businesswomen may well expect opposition from male colleagues. However, they may also encounter unsupportive, self-defeating attitudes and actions among their own sex. When 300 executive women graduates of University of California--Los Angeles' (UCLA) School of Management were polled, 117 of them said being a woman was the greatest obstacle to their success. (Fraker)

Virginia Schein, associate psychology professor at Baruch College and business consultant, has found that some women share the defeating attitude of not even applying for a managerial position because of a preconceived attitude that it is not a feminine pursuit. Therefore, women eliminate themselves from the running even before entering the race. (Weinberg)

Cunningham claimed women themselves are the main source of their own power failure. They either deny they possess power, or consciously or unconsciously, ensure that they will never possess power. "Real power is traceable only to the

human mind and spirit. It does not reside in paper employment contracts, job descriptions or constitutional amendments." (Cunningham, 1985)

Is there a pervasive, invisible attitude against women assuming authority? Or is it true that women come to the marketplace with attitudes that preclude their "taking over"? (Progress of Women in Communications Special Report). Oregon Secretary of State Barbara Roberts answers affirmatively to these questions. Many believe that women's place is home with her children, and only when those children are grown does society accept women who begin a second career. Citing her experience while campaigning for 1984 Vice Presidential Candidate Geraldine Ferraro, Roberts witnessed women who didn't see themselves as leaders. These same women then projected feelings of inadequacy onto other women.

Non-business related experiences also block a woman's successful climb to upper management. In her article, "Reaching for the Top," author Margaret Price lists several "traps that crimp businesswomen's climb." These traps are antagonism from secretaries who refuse to cooperate with female executives; suspicious wives, who grill their executive husbands about the looks, age and personality of female colleagues on business trips; and jealous colleagues, both male and female, who spread ugly rumors about successful women and influential male executives.(Price)

Private establishments, such as Washington D.C.'s Cosmos Club and San Francisco's Bohemian Club, allow only male members and are under a great pressure to integrate women into their rosters. A member of the pro-women committee for the Cosmos Club said that many older members' wives are "vehemently opposed to women coming into the club, because wives now have many privileges as derivative members and they

don't want other women coming in who would be first-class members."(Krasnow)

The work of psychologist Peter Dubno, professor at the Graduate School of Business Administration, New York University, was mentioned earlier in this review regarding his study of male and female MBA students. He authored an empirically scaled key to measure the managerial attitudes toward women executives. All of the female respondents to the analysis were either managers or aspiring managers. For these women to be prejudiced against women executives means they are prejudiced against themselves. "This is a condition (a sample prejudiced against itself) which is assumed uncharacteristic of a statistically significant sample of the population," Dubno states. "The assumption is not empirically established, however, since women have been shown to be prejudiced against other women."(Dubno,1979)

The literature's in this section citing attitudes about social conditioning, documents the experiences of corporate executives, educators and journalists familiar with discrimination. Opinions regarding the basis of discrimination are varied, but, female executives can expect attitudes reflecting discrimination from both sexes for some time to come.

#### Attitudes About Women's Capabilities

Lillian Gilbreth, a leading contributor to administrative theory, believed a worker must expand her potential by continually learning. To achieve this, a worker ideally does her own job while preparing for promotion and training a successor. Articles in this section will substantiate that now is a good time for women to take managerial classes;

update their (technical) skills; and have a resume ready to take advantage of sudden opportunities.

Carole Howard of AT&T is of the opinion that women should develop a special sensing system that helps managers anticipate problems before they materialize. "To be credible, however, you have to demonstrate an understanding attitude of the business and appreciation for its operations problems." She also recommends reading avidly: trade journals, journals about art and politics, autobiographies, daily papers and magazines.(Howard)

Becoming acquainted with all aspects of the organization from budgets to annual reports, is one of an executive's responsibilities. She must also practice the skill of delegating responsibility. This will demonstrate her capability to train subordinates and shows that, once promoted, she will maintain efficiency in the present position. "Learn about office automation," the Working Woman writer suggests. "Technology is changing all aspects of office work. Become acquainted with computers even if it means taking night classes."(Breton)

Attitudes vary relative to the need of technical expertise. The combination of an undergraduate degree in engineering, math or science and a master's degree in business administration is seen to be the surest ticket to instant employment, according to Calvin K. Scholl, president of a Boston human resources management firm. However, not everyone agrees that a technically trained MBA will be a corporate superstar. "Our key problems today are often what to do with poor worker attitudes and falling productivity," says William B. Arnold of the Denver executive search firm. "Emphasis is placed on people."(What's Needed to Become a Company Superstar")

Research confirms that a majority of women possess strong communication skills. Martha Ann Alexander Hughes identified attributes that contributed to the success of twelve top women executives. They are: knowledge of the job; motivation to manage; possession of communication skills, verbal and written; intelligence; and knowledge and understanding of people. "Over eighty percent of the subjects agreed that women managers are equal to men managers when their qualifications and competencies are equal, and 'the sex of the manager' is not a factor when these factors are used as criteria in personnel decisions regarding hiring and promotions," Hughes wrote.(Hughes)

Part of utilizing one's capabilities is to anticipate future trends and to be ready to take advantage of them. Rosabeth Kanter's book, The Change Masters, documents how corporations in the United States have changed since 1960 and how work was done to tap idea power, the most potent economic stimulus. She writes of a changing of American attitudes, a corporate Renaissance, where "individuals make a difference." The real tragedy for most declining American companies, according to Kanter, is not how far they are from the potential for transformation but rather how close they might come and not know it.(Shearman)

Are women managers a key to this American corporate Renaissance? The New York State School of Industrial and Labor Relations at Cornell University issued a report in the Fall, 1985, which claimed that women are better managers of people than men. The study showed the attitudes among women supervisors were more "democratic, positive and nurturing" in their management.("Women are better managers")

The following articles support the growing theory that women have the capability to manage and the adaptive attitudes to be change agents.

In The Next American Frontier, Richard Reich said that the future of the United States' productivity lies in technically advanced, skill-intensive industries which have flexible systems of production, a system the United States has failed to adopt because the transaction requires a different, less rigid relationship between management and labor. Author Marilyn Loden believes that change can be effected with the help of women managers who encourage a different leadership style in the workplace. "It is a challenge that will require vision, courage, humility, and, ultimately, the skills of both traditional managers and feminine leadership to resolve," writes Loden.(Loden)

Women generally possess good communication and people-related skills, traits vital to flexibility and high productivity. The literature and research reviewed for this section, Attitudes about Women's Capabilities, suggest that the change our lagging economy needs is management by women. Women are therefore advised to increase their education and experiences to meet this potential demand.

#### Attitudes That Deter Promotions

Women must find out where the corporate positions are and get themselves promoted. Similar actions will be imitated by other women striving for upper level positions. This attitude is the opinion of Oregon Secretary of State Barbara Roberts. She said, "We cannot really succeed until our model for the successful manager, our model for political leadership, our model for authority, is a female model and not a male."  
(Roberts)

For the time being, men hold a majority of upper-level positions, and consequently, the power to hire and promote a woman. The following examples are given to demonstrate contemporary attitudes which may influence and deter a woman's promotion.

In May 1982, Louis Harris and Associates polled 600 high officials from the 1200 largest U.S. companies in Business Week's Corporate Scoreboard. "In basic manufacturing industries, utilities and natural-resource companies, an absolute majority of these executives were of the opinion that promoting women has been more difficult than expected."("How Executives See Women in Management")

Dr. Sylvia Freeman, president of a San Francisco human-resources consulting firm, documented attitudes suggesting that "male executives are reluctant to promote a woman to a significant level for fear of peer disapproval." (Price) "It's a cultural, rather than a prejudicial thing," says Suzanne Pederson, former vice president of public relations at a New York Securities firm. "I don't think men are thinking of women becoming CEOs. Not that they don't think women are smart and capable, but they don't think women have the training."(Price)

Tom Dillon, former chairman of a major marketing agency, Batten, Barton Durstine and Osborn (BBDO), claims that discriminatory attitudes against women at the top stem from the desires of clients, not agency heads. "Bruce Barton, co-founder of BBDO, believed for a person on an account to have the right interface with a client, he had to be able to match the client in every conceivable way," Dillon says, "maybe that's why many a top agency management has been inclined to keep women out of this creme de la creme fold."(Bodec)

The history of a company's affirmative action program often indicates the attitude toward promoting women. Writing in Personnel Administrator, June 1983, Nancy Hammer urged companies to communicate their commitment to promoting women by a strong affirmative action program which contributed to the development of women managers. "Many male managers need to be put in women's shoes to understand the beliefs that motivate women," says Hammer.(Hammer)

Women also need to explore subsequent career avenues to an eminent promotion. Of the four characteristics used to judge candidates for promotion, (potential for advancement, job evaluation, current position and sex) the latter, sex, indicates that females are favored if their current position is close to the vacancy, for then they have had experience in the work area. ("Effects of Candidate Characteristics on Management Promotions Decision: An Experimental Study")

The literature by women who have made it to the top supports the claim that a woman's value to her company is minimal, if she does not have knowledge of the big picture. Some managers only pretend to advance women. "If you are not allowed to rely on personal performance to progress and are forced to depend on someone higher up to open a career path, chances for promotion are doubtful," warned Daniel Nierenberg, former executive director of the Dichter research organization.(Fader)

Women, therefore, must choose their bosses carefully. Many opportunities for advancement are missed by working for a weak supervisor. As one executive explained, "I try to pick my bosses carefully. Aside from my own ability, they are of premier importance to my career development."(McLane)

Several resources state that to be a part of a company's inner circle, expertise vital to the company's survival is required. For example, Suzanne Pederson, former senior vice.

president of public relations at a New York securities firm, claims women have more adjustment problems than men because they have not been brought up to be executive officers. "They aren't being groomed to become CEOs, that is, they aren't being moved around to supervise different departments within a company to widen their corporate perspective." Most of the women who are CEO's or directors, represent companies' public relations or personnel, dead-end assignments," according to Pederson.(Price)

In a coast-to-coast Chemical Week survey, former General Aniline and Film Company Vice Chairman Juliet Moran believes the main reason women aren't found in industry's corporate offices is because they are in staff positions: public relations, personnel, finance. "You have to get out where the products are made and sold."("Women are moving into management, slowly")

Some observers suggest that the most urgent need is to expand women's presence in jobs such as vice president for operations, vice president and general counsel, vice president for finance. "These are where the jobs are," believes Eleanor Holmes Norton, law professor at Georgetown University and former chairwoman of the Equal Employment Opportunity Commission.(Price)

Attitudes are changing as women push for higher paying positions and more responsibility. Female executives are coaxed in women's magazines on varying promotional tactics. Some recommendations are to work for a company exhibiting a progressive affirmative action program, a liberal supervisor in terms of promoting women and to be employed in line positions directly responsive to the company's productivity.

### Summary

Professional women can expect to encounter a variety of attitudes which will affect every stage of their career development. Positive and negative attitudes towards female executives are at times subtle, sometimes not, but are evident among female and male colleagues, as well as intertwined into the corporate culture itself. The related literature and research prescribes five strategic attitudes under the following categories:

Attitudes about Building Personal Competencies. The attitudes which contribute to the "superwoman" theory also contribute to the stress of a female executive. Many women strive to be the ultimate nurturing family member and dynamic professional. Instead, executive women are encouraged by researchers to aim for a balance in their professional and personal roles. The literature shows that those women astute at time management are also more successful in their professional and personal lives.

Attitudes about Personal and Professional Alliances. The literature highlights a variety of attitudes placing emphasis on the importance of a network of alliances inside and outside the office, friends, co-workers and mentor(s) who exchange favors and information. The research also cites examples of women who succeeded because they had healthy attitudes about corporate politics.

Attitudes about Social Conditioning. Sometime between birth and adulthood, depending on a variety of theories, males and females are socialized to be separate and unequal. Discriminatory attitudes stem from many sources but can be expected from males as well as females. Although not as

blatant as in the 1970's, discriminatory attitudes still strongly affect a female executive's career development.

Attitudes about Women's Capabilities. The authors in this section's literature and research revealed a common thread among executive females. Women with an eye to upper management capitalize on their assets, such as flexibility and communications skills, while taking advantage of contemporary attitudes which highlight their worth as managers.

Attitudes that Deter Promotions. Why more women are not promoted into upper-management positions is not easily answered. However, the literature and research does illuminate attitudes that may affect women's career development. For instance, reports show that men have difficulty promoting women. On the other hand, women, unaccustomed to planning their career moves, should choose the higher rungs like stepping stones to the executive suite, carefully selecting each company and boss along the way. Research indicates that positions vital to a company's productivity are those with the most promise for further promotions.

Women and men within organizations will meet the challenge offered by change in varying degrees. It is up to the individual woman to maintain an assertive attitude and a sense of humor. Interviews with professionals also suggested that patience is valuable because attitudes, like behavior, change painfully slowly.

By understanding current attitudes and her role as a change agent, today's woman will be well equipped to feminize the future economic, political and social systems. With the knowledge of current attitudes of professionals in Rotary and Zonta Clubs, the executive female will have a good understanding of her promotional potential in Oregon's Willamette Valley.

### III. DESIGN OF THE STUDY

Psychologist and Professor Peter Dubno of New York University wrote and used the Managerial Attitudes Toward Women Executives Scale (MATWES) to test MBA students at three universities over a period of eight years. The purpose of the research was (1) to demonstrate an approach to scale development through the use of a projective test for item generation, (2) to employ a panel of women managers as experts to serve as Q-sorters for selecting the items, and (3) to develop a scale of practical research value in identifying organizational climates that are potentially hostile to the introduction of women into positions of executive responsibility.(Dubno,1985:358)

The review of research and literature discussed the attitudes affecting career development among females. MATWES was used in this study to identify the organizational climate in Oregon's Willamette Valley. At the suggestion of Helen Berg, Oregon State University Survey Research Center, the sample surveyed were members of two service organizations: Rotary (males only) and Zonta (females only), who are employed in business and professional occupations. One Rotary and one Zonta Club each from Corvallis, Salem, Eugene and Portland were tested. The Rotary Clubs were selected randomly; these cities host only one Zonta Club.

The author contacted the Zonta and Rotary Club program directors securing permission to administer the MATWES questionnaire during a meeting. Administering the survey during a meeting increased the validity and assured 100%

response among participants. To see how long the MATWES would take the average male and female, the author administered the test to a working couple. The male finished in ten minutes; the female in eight minutes.

Peter Dubno was contacted and permission was granted to administer MATWES to Zonta and Rotary Club members. With the support of local Corvallis Zonta and Rotary Clubs, the author contacted one Zonta and one Rotary Club in Eugene, Salem and Portland, Oregon.

### Null Hypotheses

According to Dubno, the present study offers an approach toward the construction of an attitude scale for potential measurement of managerial prejudice toward women executives in organizations. Based on this scale, the author tested the following null hypotheses:

- HO 1 There is no difference in the managerial attitudes of Oregon Rotary and Zonta Club members, i.e., men and women professionals, toward women executives.
- HO 2 There is no differences in the managerial attitudes of men and women professionals toward women executives in the Oregon cities of Portland, Eugene, Salem and Corvallis.
- HO 3 There is no interaction between sex and city.
- HO 4 There is no association between the managerial attitudes toward women executives and the age of professionals in Oregon.
- HO 5 There is no association between the managerial attitudes toward women executives and the industry in which an Oregon professional is employed.

### Method of MATWES Development

According to Professor Dubno's article "An Empirically Keyed Scale for Measuring Managerial Attitudes Toward Women Executives," the methods used in developing the MATWES scale include item development; Q-sort Analysis; Reliability and Validity.

Item Development. In order to develop the proposed scale, a TAT-type stimulus picture with accompanying instructions was presented to 200 undergraduate senior business students and 200 graduate business students, who attended classes both day and evening in the metropolitan New York and Williamsburg, Virginia areas; approximately 77% of both groups were males. Their ages ranged from 20-45; median age was 28. The picture\* depicts a woman in an apparently managerial position observing the work of a male employee. The caption indicates that she is a vice-president of marketing of an oil company, observing the last critical test of a new product. Respondents were asked to write several sentences expressing the thoughts and feeling of the male employee in the picture regarding the woman executives. From the responses obtained, 259 suitable statements were collected. The statements focused on a woman in a decision-making role and appeared to reflect the associations of the respondents with respect to attitudes toward women in management positions generally. Although grammar and language were adjusted for readability, an attempt was made to retain the essence of each statement. Each item was then typed on a 3 x 5 index card.

\*Dubno did not respond to this researcher's request for a copy or description of this picture.

Q-sort Analysis. The 259 cards with the corrected items were then given to a panel of 30 women employed in executive and decision-making managerial positions, each of whom were considered to possess similar degrees of experience with prejudice against women by male executives. These 30 women became our panel of "experts"; most of them were familiar with affirmative action programs and were well versed and knowledgeable about the problem. They ranged in age from 30 to 55; experience in administrative and managerial capacities ranged from 2 to 20 years. Interviews with these women indicated that virtually all had had some experience with prejudice from male executives. A one-item question referring to such experience required each of the panel members to respond as to whether she had had: (1) no experience of that kind whatsoever, (2) some experience of that kind, (3) a considerable number of such experiences, or (4) an excessive number of such experiences.

Our interest was to obtain a panel of women executives whose experiences ran the gamut from none to a large number of such experiences. Only two of the judges selected the first category (no experience); none selected the fourth (excessive). The others were approximately equally distributed in categories two and three.

This panel performed the Q-sort of the 259 statements and allocated them into several categories ranging from 7 as "least prejudiced toward women" to 1 as "most prejudiced toward women." The Q-sort was in the form of a normal distribution.

Upon completion of the Q-sort, the semi-interquartile range for each item (Q) was computed (Nummally, 1967). From each of the seven Q-sort categories, 6 items satisfying the criterion of low semi-interquartile range measurements were selected, for a total of 42 items. These items were used to form two 21-item Likert scales in which each of the seven categories in the Q-sort was represented by three statements.

Reliability. After administration of both scales to a sample of 153 MBA and PhD., students at

a New York City graduate school of business administration, an internal consistency analysis of the items in the scales was performed by correlating the item scores with total scores. Total score consisted of the sum of item scores.

Table 1 shows the coefficients of correlation for each item compared with the summed results of all other items in the questionnaire. All but four of the 42 items selected for the preliminary scales had correlations which were significant above the .05 level of probability. Twenty of these internal consistency measures were significant above the .01 level.

Since four items failed to reach significance at the .05 level, they were eliminated, leaving a scale with a total of 38 items. These are presented in Table 1 showing each item's correlation with total score. Coefficient alpha is .972

TABLE 3.1

Managerial Attitudes toward Women Executives Scale (N=15)  
Percentages indicate Correlation with Total Score

- .41 1. Men might accept women executives as time progresses.
- .56 2. Sex should not play any role in hiring women to executive positions.
- .66 3. Women executives don't understand what their subordinates are doing.
- .47 4. Women executives are over-cautious.
- .56 5. Being a woman, a female executive will be reluctant to show that she is impressed with a male subordinate.
- .40 6. Men wish women executives would leave and not bother them constantly by looking over their shoulder.
- .73 7. Females have the capabilities for responsible managerial positions.

Table 3.1 continued.

- .59 8. Females utilize their bedside skills to obtain responsible managerial positions, not their true capabilities.
- .18 9. Male subordinates make very sure a task has been done well before reporting to a woman executive.
- .62 10. A woman can't be trusted to give proper credit for the work done by her subordinates.
- .67 11. Women executives are ignorant when it comes to highly technical subjects.
- .58 12. The thoughts of a female executive, acting in a decision-making capacity, would parallel those of a male.
- .61 13. Women should not hold positions of authority.
- .24 14. Women are taking men's positions nowadays.
- .67 15. Women executives do not understand what is going on.
- .38 16. Women who have the proper qualifications and training should be given responsible management positions based upon these facts, nothing more or less.
- .64 17. Women become top executives by using sexual favors.
- .59 18. Men do the work and women executives get the credit.
- .37 19. Women in responsible managerial positions must have the capabilities for their positions and therefore men should honor their decisions.
- .64 20. There is more injustice in the way women take advantage of the work done by their male subordinates than there is in the alleged discrimination against women.
- .29 21. Male subordinates feel inferior when their superiors are females and those feelings may lead to poor performance by the male subordinates.
- .62 22. Women become top executives by using their bodies.

Table 3.1 continued

- .43 23. Women executives cause different feelings in male subordinates than male executives do.
- .58 24. Women should be home making soup, not in corporations taking credit for the work done by men who work for them.
- .32 25. Male subordinates exert the same energies under both male and female superiors.
- .32 26. Male subordinates think that women executives are rather competent in spite of their sex.
- .63 27. Women executives are always on the "backs" of their male subordinates.
- .63 28. Women make good executives.
- .68 29. A man is better suited for handling executive responsibility than a woman is.
- .50 30. It's about time we had some women executives in organizations.
- .32 31. Men think women executives are high and mighty in doing a man's work.
- .16 32. Men like to impress women executives.
- .28 33. There are no problems with a male working for a female executive if both are dedicated, competent, and learned workers.
- .67 34. Women should keep their ideas in the home where they belong and leave the important decisions to the men.
- .30 35. Some male subordinates consciously recognize that women executives have every right to be executives.
- .56 36. A female executive merits the same trust and respect as a male executive.
- .63 37. Women executives get involved in the petty detail of the job instead of important executive functions of planning and organizing.
- 57 38. Women executives marry their way into their positions.

To obtain a test-retest reliability the scale was administered again after a 4-week interval with as many of the same sample as were available. Test-retest reliability was found to be .78 (N=65) with the final 38-item form of MATWES.

Validity. Validity was tested in two ways. First, the Managerial Attitudes Toward Women Executives Scale (MATWES) was administered to a new sample of 258 individuals attending evening session classes at a graduate school of business administration in New York City. Concurrently validity was sought by administering the scale simultaneously with Women As Managers Scale (WAMS) (Peter, Terborg, and Taynor, 1974), a scale developed to measure general attitudes toward women as managers. A correlation was obtained to measure the relationship between the two instruments. Second, an analysis comparing the scores of the males and females in the sample of 258 was performed.

It was reasoned that if concurrent validity could be established between MATWES and a second, independent, instrument for measuring prejudice against women executives, this would provide some preliminary evidence of validity, although it is recognized that such an attempt is merely a first step toward the establishment of a satisfactory level of validity. The strength of this evidence would depend on (a) the significance of the correlation between the two instruments, (b) the independent derivation of the two instruments, and (c) the degree of validity already established for the concurrent instrument (Kerlinger, 1973). A correlation of .73 was obtained between WAMS and MATWES.

Using the regression equation mentioned earlier, a predicted MATWES mean of 79.4 closely approximated the actual mean of 78.8. There was also a .80 correlation between predicted and actual scores.

It should be noted that WAMS was developed through a different conceptual approach than ours. While our evidence of validity is admittedly limited, the relationship between the two

instruments appears to provide some "circumstantial evidence" of validity.

The analysis conducted by comparing male and female respondents of the MATWES was based on the fact that all of the female respondents were either managers or aspiring managers. For them to be prejudiced against women executives suggests that they were prejudiced against themselves. This is a condition which is assumed to be uncharacteristic of a statistically significant sample of the population. The assumption is not empirically established, however, since women have been shown to be prejudiced against other women (Fidell, 1970; Rosen & Jerdee, 1957). Comparing the median scores of male and female respondents (N=254, four subjects did not identify their sex), the difference was found to be significant at the .001 level (the median score for females was 120 and for males 65). Of the female respondents, 93% scored above the median for our sample as a whole (x50=90) as opposed to 32% of the male respondents who scored above the 50th percentile. These results were interpreted as support for the notion that MATWES provided a measure of prejudice.

It was further anticipated that the difference between the mean scores of male and female respondents would be greater for MATWES than for the WAMS due to the qualities introduced through empirical keying. However, no statistically significant difference was found. (Dubno, 1985:358-362)

### Additional Questions

For this research, to establish the amount of reading material that may influence the attitudes of Zonta and Rotary Club members, the following questions were added to the original MATWES survey:

39. How much have you read about women as executives in newspapers/magazines and journals during 1985?

Please circle one.

- 1 NONE
- 2 NOT TOO MUCH (1 ITEM PER MONTH)
- 3 SOME (2-4 ITEMS PER MONTH)
- 4 A LOT (MORE THAN 4 ITEMS PER MONTH)

39A. Generally, is what you have read in support of women as executives or not in support of women as executives?

- 1 IN SUPPORT OF WOMEN AS EXECUTIVES
- 2 NOT IN SUPPORT OF WOMEN AS EXECUTIVES

39B. Briefly, what did the articles you have read suggest to you about women as executives?

40. In which age category are you?

1. under 25
2. 25 to 34
3. 35-44
4. 45-54
5. 55-64
6. 65 and over

41. Briefly describe your current or most recent position. Please give the specific job and in what industry.

\_\_\_\_\_ SPECIFIC JOB  
\_\_\_\_\_ INDUSTRY

42. Is there anything else you would like to say on the subject of women executives?

During a regularly scheduled meeting, members of the Zonta and Rotary Clubs responded to the above questions on a five point Likert scale: agree strongly, agree, neither agree or disagree, disagree, or disagree strongly. Little explanation was given prior to their participation. Depending on the time, the author, following completion and collection of the surveys, explained Dubno's procedures, results and particular hypotheses of this study. All eight clubs expressed interest in the survey and extended a return invitation to discuss the results.

Once the eight clubs were tested, the Oregon State University Computer Center scored the results and tested the hypotheses. A two-way analysis of variance (ANOVA) was used to test the first three hypotheses. A one-way ANOVA was used to test the remaining hypotheses.

#### IV. FINDINGS

This chapter reports the results of the analysis of the null hypotheses specified in Chapter Three based on 289 respondents, 90 from Zonta Clubs and 199 from Rotary Clubs.

##### Sex

A two-way analysis of variance (ANOVA) was used to test the first three hypotheses. The hypotheses were tested for each item in the instrument "Managerial Attitudes Toward Women Executives Scale" (MATWES) and for the mean of all 38 items, indicated by the variable ATTITUDE.

The results for the main effect "sex" are shown in Table 1. H<sub>0</sub> 1, which states there is no difference in the managerial attitudes of Oregon Rotary and Zonta Club members (i.e., men and women professionals) toward women executives is rejected for MATWES items 2, 5-8, 10, 11, 13, 15-20, 22, 24, 25, 27-31, 33, 34, 36-38, and the mean of all 38 items. The lower mean score indicates a more sexist attitude.

Alpha is equal to .05. When the P-Value is less than or equal to .05, it is declared significant. An asterisk (\*) signifies that the difference between the Rotary and Zonta Clubs mean score is statistically significant at the level "P-Value."

In this study when statistical differences are discussed, the researcher means that if the project was repeated 95 times out of 100, or .05 of the time, a similar difference would be found.

TABLE 4.1  
Relationship Between Sex and Attitude

| <u>ITEM</u> | <u>ROTARY</u> <u>MEAN</u> | <u>ZONTA</u> <u>MEAN</u> | <u>P-Value</u> |
|-------------|---------------------------|--------------------------|----------------|
| 1           | 2.0                       | 2.1                      | .959           |
| 2           | 4.2                       | 4.6                      | .000*          |
| 3           | 4.1                       | 4.3                      | .099           |
| 4           | 3.6                       | 3.5                      | .523           |
| 5           | 3.7                       | 4.0                      | .001*          |
| 6           | 3.5                       | 3.2                      | .014*          |
| 7           | 4.4                       | 4.8                      | .000*          |
| 8           | 4.1                       | 4.4                      | .000*          |
| 9           | 3.2                       | 3.1                      | .438           |
| 10          | 4.1                       | 4.5                      | .000*          |
| 11          | 4.2                       | 4.6                      | .003*          |
| 12          | 3.6                       | 3.7                      | .943           |
| 13          | 4.4                       | 4.7                      | .001*          |
| 14          | 2.7                       | 2.8                      | .513           |
| 15          | 4.3                       | 4.8                      | .000*          |
| 16          | 4.2                       | 4.7                      | .000*          |
| 17          | 4.1                       | 4.5                      | .000*          |
| 18          | 4.2                       | 4.8                      | .000*          |
| 19          | 3.9                       | 4.3                      | .000*          |
| 20          | 3.8                       | 4.3                      | .000*          |
| 21          | 3.6                       | 3.4                      | .091           |
| 22          | 4.1                       | 4.7                      | .000*          |
| 23          | 2.6                       | 2.7                      | .505           |
| 24          | 4.3                       | 4.9                      | .000*          |
| 25          | 3.5                       | 3.2                      | .023*          |
| 26          | 2.4                       | 2.3                      | .108           |
| 27          | 4.0                       | 4.3                      | .003*          |
| 28          | 4.0                       | 4.6                      | .000*          |
| 29          | 3.6                       | 4.5                      | .000*          |
| 30          | 3.7                       | 4.7                      | .000*          |
| 31          | 3.7                       | 3.3                      | .000*          |
| 32          | 2.9                       | 2.7                      | .240           |
| 33          | 4.1                       | 4.5                      | .005*          |
| 34          | 4.3                       | 4.8                      | .000*          |
| 35          | 4.1                       | 4.1                      | .722           |
| 36          | 4.4                       | 4.6                      | .001*          |
| 37          | 3.8                       | 4.1                      | .005*          |
| 38          | 4.2                       | 4.5                      | .001*          |
| ATTITUDE    | 3.8                       | 4.1                      | .000*          |

City

The second hypothesis, H0 2, states there is no difference in the managerial attitudes of men and women professionals toward women executives in the Oregon cities of Portland, Eugene, Salem and Corvallis. The results for the main effect "city" are shown in Table 2. H0 2 is rejected at the .05% level for items 10, 15, 17, 25, 27 and 31, but not for the overall mean.

The Newman-Keuls multiple comparison procedure was used to test for differences between city means.

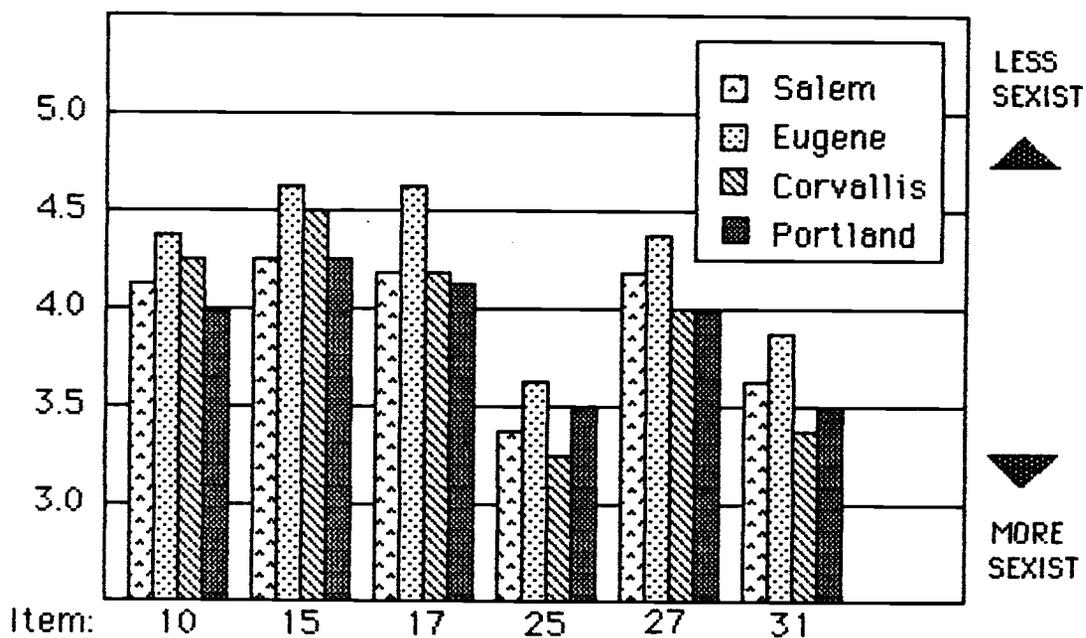
TABLE 4.2  
Differences By City

| <u>ITEM</u> | <u>SALEM</u> | <u>EUGENE</u> | <u>CORVALLIS</u> | <u>PORTLAND</u> |
|-------------|--------------|---------------|------------------|-----------------|
| 10          | 4.1 ab       | 4.4 a         | 4.3 a            | 4.0 b           |
| 15          | 4.3 bc       | 4.6 a         | 4.5 ab           | 4.3 c           |
| 17          | 4.2 b        | 4.6 a         | 4.2 b            | 4.1 b           |
| 25          | 3.4 ab       | 3.6 a         | 3.2 b            | 3.5 ab          |
| 27          | 4.2 ab       | 4.3 a         | 4.0 b            | 4.0 b           |
| 31          | 3.6 ab       | 3.8 a         | 3.4 b            | 3.5 ab          |

Means with the same small letter do not differ significantly ( $\alpha=.05$ ; Newman-Keuls procedure).

Table 4.2 is graphically represented by the following figure.

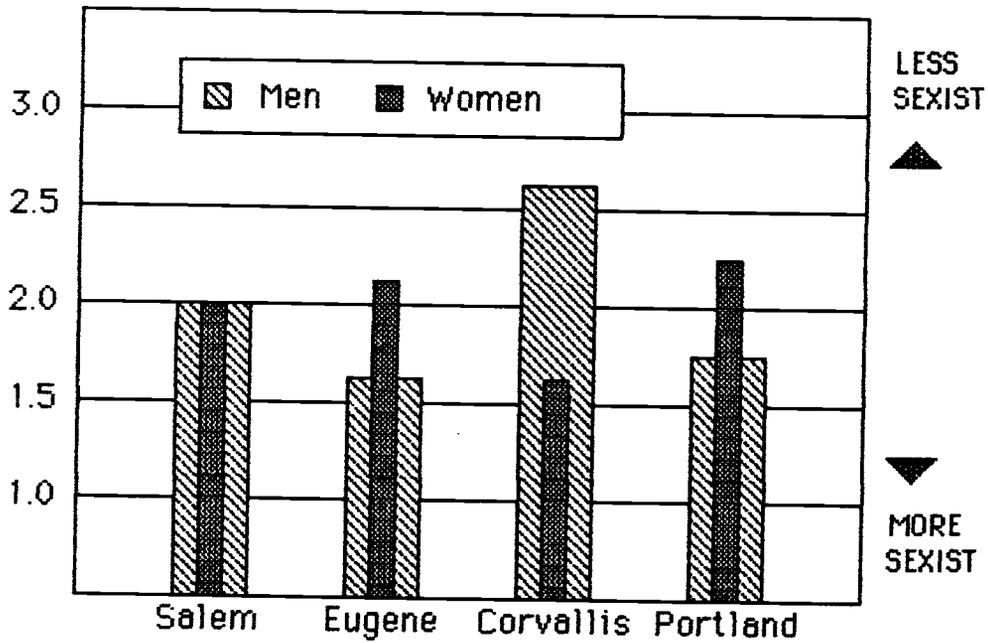
FIGURE 4.1  
Differences by City



### Sex and City Interaction

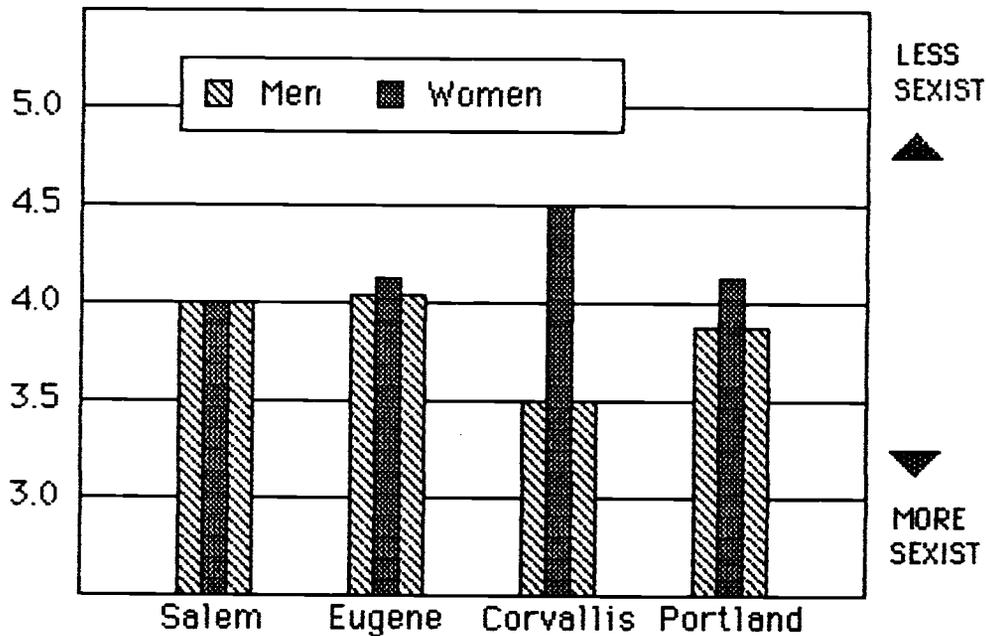
The third hypothesis, H0 3, was that the differences between the sexes are the same in each city. Stated another way, this means that there is no interaction or pattern between sex and city. This hypothesis was rejected for Items 1 and 20, for which the differences between the sexes are not the same for all cities.

FIGURE 4.2  
Item 1 City Interaction



In Item 1, for the women there is no significant difference among the cities. However for the men, Corvallis is significantly less sexist than the other three cities, which are about the same.  $P=.000$

FIGURE 4.3  
Item 20 City Interaction



In Item 20, there is no significant difference between males and females in Salem, Eugene and Portland. However in Corvallis, women scored significantly higher than the men.  $P=.003$

#### Age

A one-way ANOVA was performed to test H0 4, that, among professionals, there is no association between managerial attitudes toward women executives and age. Six age groups were identified: under 35; 35-44; 45-54; 55-64; 65 and over.

The findings resulted in rejection of the null hypotheses for Items 26 and 30, as shown below. The age group consisting of members under 35 years of age indicated significantly less sexism than other age groups for Item 26. Conversely, the same age group, under 35, indicated significantly more sexism than the age group consisting of members over 65 with respect to Item 30. Means with the same small letter do not differ significantly ( $\alpha=.05$ ; Newman-Keuls procedure).

TABLE 4.3  
Item 26 Age Group

| <u>Item 26</u>   |             | <u>P-Value = .0016</u> |
|------------------|-------------|------------------------|
| <u>Age Group</u> | <u>Mean</u> |                        |
| under 35         | 3.0         | a                      |
| 35-44            | 2.5         | b                      |
| 45-54            | 2.4         | b                      |
| 55-64            | 2.2         | b                      |
| 65 and over      | 2.3         | b                      |

TABLE 4.4  
Item 30 Age Group

| <u>Item 30</u>   | <u>P-Value = .0329</u> |     |
|------------------|------------------------|-----|
| <u>Age Group</u> | <u>Mean</u>            |     |
| under 35         | 3.6                    | a   |
| 35-44            | 4.1                    | a b |
| 45-54            | 4.0                    | a b |
| 55-64            | 4.0                    | a b |
| 65 and over      | 4.3                    | b   |

For the overall mean score, HO 4 was not rejected.

TABLE 4.5  
Attitude For Age Group

| <u>Attitude</u>  |             | <u>P-Value = .4465</u> |
|------------------|-------------|------------------------|
| <u>Age Group</u> | <u>Size</u> | <u>Mean</u>            |
| under 35         | 17          | 3.8                    |
| 35-44            | 75          | 3.9                    |
| 45-54            | 77          | 3.9                    |
| 55-64            | 65          | 3.8                    |
| 65 and over      | 41          | 3.9                    |

Industry

A one-way ANOVA was also used to test the fifth hypothesis, which stated there is no difference in managerial attitudes toward women executives among professionals in different industries. Table 4 shows the eight industry groups, the number of respondents in each group and the mean overall attitudes of scores listed from most to least sexist.

TABLE 4.6  
Relationship Between Industry and Attitude

| <u>INDUSTRY</u>                   | <u>SIZE</u> | <u>MEAN</u> |
|-----------------------------------|-------------|-------------|
| Transportation                    | 6           | 3.5 a       |
| Retail trade,<br>Commercial       | 168         | 3.8 a       |
| Manufacturing                     | 7           | 3.9 ab      |
| Health Care                       | 12          | 4.0 ab      |
| Construction                      | 16          | 3.8 ab      |
| Government,<br>includes Education | 44          | 4.0 b       |
| Communications                    | 6           | 4.0 b       |
| Agriculture                       | 5           | 4.1 b       |

Again, means with the same small letter do not differ significantly.

H0 5 is rejected. The attitude of professionals in the transportation and retail industries toward executive females is significantly different from that of professionals in government, communications and agriculture. Even though for some individual items the ANOVA indicated rejection of the null hypothesis, multiple comparison procedures did not indicate significant differences.

### Reading Behavior of Respondents

Item 39 asked, "How much have you read about women as executives in newspapers/magazines and journals during 1985?" Findings show that of the 289 respondents, 4.3% answered NONE; 40% answered with NOT TOO MUCH (1 ITEM PER MONTH); 36% answered SOME (2-4 ITEMS PER MONTH) and 20% answered A LOT (MORE THAN 4 ITEMS PER MONTH).

Item 39 A asked, "Generally, is what you read in support of women as executives, or not in support of women as executives?" Of the two choices, IN SUPPORT OF WOMEN AS EXECUTIVES or NOT IN SUPPORT OF WOMEN AS EXECUTIVES, 95% gave the first answer while the remaining 5% answered the latter.

Item 39 B asked, "Briefly, what did the articles you have read suggest to you about women as executives?" Only 50% or 146 participants answered this question. Over 60 of those responses described success stories or generally praised female executives. One person said the articles suggested female executives were being held back because of male attitudes.

Item 42 asked, "Is there anything else you would like to say on the subject of women executives?" Only 38% or 110 persons replied to this question. Over one-third of those who did respond offered praise and support for female executives.

### Summary

These findings support prior findings based on the use of MATWES which indicate that females are significantly less sexist than males regarding attitudes toward female executives. There was not an overall (based on all 38 MATWES items) difference in the managerial attitudes of men and women professionals toward women executives in the Oregon cities of Portland, Eugene, Salem and Corvallis. However, this hypothesis was rejected for six items. An interaction between sex and city was found in two of the 38 items but not overall. Among professionals, an association between managerial attitudes toward women executives and age was found in only two items of MATWES. The fifth hypothesis which stated there is no differences in managerial attitudes toward women executives among professionals in different industries was rejected.

## V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

### Summary

The purpose of this study was to examine current attitudes towards female executives. The effects of sex, city, city and sex interaction, age and industry were examined. Zonta and Rotary Club members from four cities in Oregon's Willamette Valley were selected as a sample because members of both groups are in professional, managerial positions.

### Procedures

The professional women's organizations who participated in this study were members of Zonta Clubs in Portland, Salem, Corvallis and Eugene. Since these same four cities contain more than one Rotary Club, the specific club was randomly selected. During a club meeting, those present were asked to complete the Managerial Attitudes Towards Women Executives Scale (MATWES) developed by Professor Peter Dubno of New York University. All of the 289 completed surveys returned to the author were used in the statistical compilation.

In addition to the 38 MATWES items, respondents were asked about the quantity of their 1985 reading material regarding women as executives, whether what they read was

supportive or non supportive of women executives, and what their reading had suggested to them. Respondents were also asked to indicate their age and current or most recent employment. The survey concluded with an open ended question soliciting additional comments on the subject of women executives.

The first three hypotheses were tested using a two-way analysis of variance (ANOVA). This procedure tested for significant differences between (1) sex, (2) city, and (3) the interaction between sex and city. A one-way ANOVA was used to examine the association between managerial attitudes and age. The final test, to examine the association between industries and attitudes, also utilized ANOVA.

### Findings

Of the five specific null hypotheses examined in this study, two were rejected. Listed below are the specific findings:

1. There was a difference (.05 level) in the managerial attitudes of Oregon Rotary and Zonta Club members, i.e. men and women professionals, toward women executives. (H0 1 is rejected.)

2. There was no statistical difference in the total managerial attitudes of professionals toward women executives in the Oregon cities of Salem, Eugene, Corvallis and Portland. However, six items were rejected. (H0 2 is retained.)

3. There was not an interaction between sex and city although two items showed an interaction. (H0 3 is retained.)

4. There was not association between the managerial attitudes toward women executives and the age of professionals in Oregon. However, two items showed a difference. (H0 4 is retained.)

5. There was an association (.05 level) between the managerial attitudes toward women executives and the industry in which an Oregon professional is employed. (H0 5 is rejected.)

An additional analysis was conducted to determine the number of articles the respondents were reading which may or may not have influenced their attitudes. These findings were as follows:

1. Of the 289 respondents, 40% said they read at least one newspaper/magazine or journal item per month in 1985 regarding women as executives. Thirty-six percent of those surveyed read two to four items per month and 19% read more than four items per month. Four percent said they had not read any articles in 1985 about women executives.

2. Ninety-five percent of those surveyed said the articles they read were supportive of women as executives versus the five percent who said their reading material was not supportive.

3. Fifty percent of the participants responded to a question examining the contents of the articles. Most of those who responded described success stories or articles praising the attributes/accomplishments of women executives.

## Conclusions

Based on the findings of this study, the researcher concludes the following:

1. The women were less sexist than the men. Out of 38 items, the men's scores were lower than women's scores in 24 items or 63% of the total. In three items, women were significantly more sexist and in 11 items there was no significant difference between the sexes.

2. Women may expect to be stereotyped and discriminated against for some time to come. This study supports the findings of MATWES Author Peter Dubno. As a whole, the men who participated in this survey were significantly more likely than the women to believe the following MATWES items. Females "utilize their bedside skills to obtain responsible manager positions; are technically ignorant; should not hold positions of authority; become top executives by using their bodies; should be at home making soup; get the credit for work done by men; become top executives by using sexual favors or by marrying their way into their positions and should keep their ideas in the home where they belong while leaving important decisions to men." As pointed out in the research and literature review, professional men who agree with the above statements are not comfortable having females as colleagues and will, therefore, not be a party to promoting women. Author Sherry Turkle who was cited in the literature review stated that man's unwillingness to share the executive suite traced back to the Oedipal state. Based on this theory, the researcher concludes that perhaps there are still many little boys in the corporate world.

3. The three items for which women had lower mean scores are in MATWES Items 6, 25 and 31 all of which reflect a

negative self image and an inaccurate perception of their male colleagues.

Item 6. "Men wish women executives would leave and not bother them constantly by looking over their shoulder." The women who participated in this survey believe that men are bothered by women looking over their shoulder. According to the results, men disagree with this statement; they are not bothered by women looking over their shoulder.

Item 25. "Male subordinates exert the same energies under both male and female superiors." The men in the survey agree with the statement, in their own defense, whereas the women believe that perhaps male subordinates do not exert the same energies for both sexes.

Item 31. "Men think women executives are high and mighty in doing a man's work." According to this survey, men do not think women are high and mighty but the women surveyed agree that this is what men believe.

4. Apparently, men remain adamantly sexist on the issue of workplace equality and women share their outlook. In 11 of the 38 items in the survey, the male and female responses were not significantly different. The very lowest mean score in the survey was for Item 1 which states: "Men might accept women executives as time progresses." According to the author, this is a sexist statement and both sexes, obviously, agreed with it. According to this researcher the word "might" gives a lot of power to the men. It is possibly used here as a tease in much the same way as the wicked stepmother telling Cinderella she "might" go to the ball if she does her chores.

Item 26 also received a low mean score from both men and women. It states: "Male subordinates think that women executives are rather competent in spite of their sex." Again, this is a sexist statement and both sexes tended to agree with it.

Item 14 states: "Women are taking men's positions nowadays. Low mean scores to this statement indicate that both men and women agree that positions are men's, a very sexist attitude. The literature documents a 1958 Look Magazine article calling man's office his castle. Unfortunately, nearly 30 years later, women enter the corporation with this misconception.

Two items, 3 and 35, reflected high means and therefore, non-sexist attitudes among the professionals. They are, (3) "Women executives don't understand what their subordinates are doing" and (35), "Some male subordinates consciously recognize that women executives have every right to be executives." In Item 3, men acknowledge, on a level equal to the females, women's capabilities. In Item 35, it appears that males recognize women's "right" to be executives. However, evidence from this research does not support a willingness to grant this "right."

5. Eugene is more receptive to women executives than Portland. In the second hypothesis, six items were statistically different by city effect than the other 32 items as reflected in Table 4.2. Of these 6 items, the city of Eugene had the highest mean or least sexism in all 6 instances. On the other hand, Portland had the lowest mean score or the most sexism in 4 of the 6 items.

6. Corvallis men expressed a willingness to accept female executives in time. In one of the two sex and city interactions, Corvallis men had a higher mean score than the other three cities. Item 1 states: "Men might accept women executives as time progresses."

7. Corvallis men also believed more than any one else that women take credit for work done by men. Item 20 states "There is more injustice in the way women take advantage of the work done by their male subordinates than there is in the

alleged discrimination against women." If indeed Corvallis men believe that women take credit for work done by men, then exactly when "in time" (see #6) they will accept female executives becomes questionable.

8. A change in attitudes is in process. Item 26 states: "Male subordinates think that women executives are rather competent in spite of their sex." In response to this item, the age group under 35 displayed less sexism.

9. Professionals over 65 years of age believe they have less to fear from women competitors than professionals under the age of 35. Item 30 states: "It's about time we had some women executives in organizations." The age group over 65 had a higher mean score (less sexist attitude) than the age group under 35. This trend supports a 1982 Louis Harris poll which pointed out that chief executive officers (often over 65) were not professionally threatened by competition from women executives and therefore, play back the "conventional rhetoric" when questioned. In this survey, the sexism by managers under 35 may be related to their personal power struggle and reluctance to share the few choice positions with new team players.

10. The transportation and retail trade industries are less receptive to promoting women than is government and the industries of communication and agriculture.

### Recommendations

For the equal utilization of women as human resources to become a reality, male power brokers must want to work with women and to promote them. Findings of this study indicate that male professionals in Oregon's Willamette Valley are not

willing to make the effort to secure workplace equality. Based on these findings and the review of literature, the researcher makes the following recommendations.

Recommendations for women:

1. Women hoping to crack the executive ranks in Oregon businesses must be aware of the attitudes affecting their career. These are: personal competencies and capabilities; social conditionings; personal and professional alliances and promotions.

2. Women must consciously continue to be authority role models and to educate themselves and their colleagues, making it possible for women to be more productive members of our society.

Recommendations for men:

1. Men should be exposed to a media campaigns outlining the capabilities and strengths of women executives.

2. Men must also come to realize that by denying women subordinates access to executive positions, they contribute to the attitude which prevents their own wives, daughters and granddaughters from earning pay and positions equal to that of their male colleagues.

Recommendations for further research:

1. This study be repeated in five and ten year intervals.
2. This study be replicated with a population sample more representative of all major industries.
3. This study be replicated in various parts of the nation.

4. Further research be conducted to better understand the reasons for differences in attitudes among professionals toward female executives between Eugene and Portland.

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Gaylord Nelson, former Governor of Wisconsin and United States  
Senator

Rose Ostby, Business Consultant, Corvallis OR

Barbara Roberts, Secretary of State, Salem OR

Adrianna W. Smits, Advertising Assistant Vice President,  
American Airlines, Dallas/Fort Worth TX

## APPENDIX

## MANAGERIAL ATTITUDES TOWARD WOMEN EXECUTIVES

The following statements regard managerial attitudes toward executives. Please indicate how strongly you agree or disagree with each one. Circle one number for each statement.

|  | AGREE<br>STRONGLY | AGREE | UNDECIDED | DISAGREE | DISAGREE<br>STRONGLY |
|--|-------------------|-------|-----------|----------|----------------------|
| 1. Men might accept women executives as time progresses.....   | 1                 | 2     | 3         | 4        | 5                    |
| 2. Sex should not play any role in hiring women to executive positions.....  | 1                 | 2     | 3         | 4        | 5                    |
| 3. Women executives don't understand what their subordinates are doing.....  | 1                 | 2     | 3         | 4        | 5                    |
| 4. Women executives are over-cautious.....   | 1                 | 2     | 3         | 4        | 5                    |
| 5. Being a woman, a female executive will be reluctant to show that she is impressed with a male subordinate.....    | 1                 | 2     | 3         | 4        | 5                    |
| 6. Men wish women executives would leave and not bother them constantly by looking over their shoulder.....          | 1                 | 2     | 3         | 4        | 5                    |
| 7. Females have the capabilities for responsible managerial positions.....   | 1                 | 2     | 3         | 4        | 5                    |
| 8. Females utilize their bedside skills to obtain responsible managerial positions, not their true capabilities..... | 1                 | 2     | 3         | 4        | 5                    |
| 9. Male subordinates make very sure a task has been done well before reporting to a woman executive.....             | 1                 | 2     | 3         | 4        | 5                    |
| 10. A woman can't be trusted to give proper credit for the work done by her subordinates.....                        | 1                 | 2     | 3         | 4        | 5                    |
| 11. Women executives are ignorant when it comes to highly technical subjects.....                                    | 1                 | 2     | 3         | 4        | 5                    |
| 12. The thoughts of a female executive, acting in a decision-making capacity, would parallel those of a male.....    | 1                 | 2     | 3         | 4        | 5                    |
| 13. Women should not hold positions of authority..   | 1                 | 2     | 3         | 4        | 5                    |

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|  | AGREE<br>STRONGLY | AGREE | UNDECIDED | DISAGREE | DISAGREE<br>STRONGLY |
|--|-------------------|-------|-----------|----------|----------------------|
| 14. Women are taking men's positions nowadays . . .  | 1                 | 2     | 3         | 4        | 5                    |
| 15. Women executives do not understand what is going on. . . . .   | 1                 | 2     | 3         | 4        | 5                    |
| 16. Women who have the proper qualifications and training should be given responsible management positions based upon these facts, nothing more or less. . . . .           | 1                 | 2     | 3         | 4        | 5                    |
| 17. Women become top executives by using sexual favors. . . . .  | 1                 | 2     | 3         | 4        | 5                    |
| 18. Men do the work and women executives get the credit. . . . .   | 1                 | 2     | 3         | 4        | 5                    |
| 19. Women in responsible managerial positions must have the capabilities for their positions and therefore men should honor their decisions. . . . .                       | 1                 | 2     | 3         | 4        | 5                    |
| 20. There is more injustice in the way women take advantage of the work done by their male subordinates than there is in the alleged discrimination against women. . . . . | 1                 | 2     | 3         | 4        | 5                    |
| 21. Male subordinates feel inferior when their superiors are females and those feelings may lead to poor performance by the male subordinate. . . . .                      | 1                 | 2     | 3         | 4        | 5                    |
| 22. Women become top executives by using their bodies. . . . .   | 1                 | 2     | 3         | 4        | 5                    |
| 23. Women executives cause different feelings in male subordinates than male executives do. . . . .  | 1                 | 2     | 3         | 4        | 5                    |
| 24. Women should be at home making soup, not in corporations taking credit for the work done by men who work for them. . . . .   | 1                 | 2     | 3         | 4        | 5                    |
| 25. Male subordinates exert the same energies under both male and female superiors. . . . .  | 1                 | 2     | 3         | 4        | 5                    |
| 26. Male subordinates think that women executives are rather competent in spite of their sex. . . . .  | 1                 | 2     | 3         | 4        | 5                    |

(PLEASE GO ON TO NEXT PAGE)

|  | AGREE<br>STRONGLY | AGREE | UNDECIDED | DISAGREE | DISAGREE<br>STRONGLY |
|--|-------------------|-------|-----------|----------|----------------------|
| 27. Women executives are always on the "backs" of their male subordinates. ....  | 1                 | 2     | 3         | 4        | 5                    |
| 28. Women make good executives. ....   | 1                 | 2     | 3         | 4        | 5                    |
| 29. A man is better suited for handling executive responsibility than a woman is. ....   | 1                 | 2     | 3         | 4        | 5                    |
| 30. It's about time we had some women executives in organizations. ....  | 1                 | 2     | 3         | 4        | 5                    |
| <hr/>  |                   |       |           |          |                      |
| 31. Men think women executives are high and mighty in doing a man's work. ....   | 1                 | 2     | 3         | 4        | 5                    |
| 32. Men like to impress women executives. ....   | 1                 | 2     | 3         | 4        | 5                    |
| 33. There are no problems with a male working for a female executive if both are dedicated, competent and learned workers. ....            | 1                 | 2     | 3         | 4        | 5                    |
| 34. Women should keep their ideas in the home where they belong and leave the important decisions to the men. ....                         | 1                 | 2     | 3         | 4        | 5                    |
| <hr/>  |                   |       |           |          |                      |
| 35. Some male subordinates consciously recognize that women executives have every right to be executives. ....                             | 1                 | 2     | 3         | 4        | 5                    |
| 36. A female executive merits the same trust and respect as a male executive. ....   | 1                 | 2     | 3         | 4        | 5                    |
| 37. Women executives get involved in the petty detail of the job instead of important executive functions of planning and organizing. .... | 1                 | 2     | 3         | 4        | 5                    |
| 38. Women executives marry their way into their positions. ....  | 1                 | 2     | 3         | 4        | 5                    |

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39. How much have you read about women as executives in newspapers/magazines and journals during 1985? Please circle one.

- 1 NONE
- 2 NOT TOO MUCH (1 ITEM PER MONTH)
- 3 SOME (2-4 ITEMS PER MONTH)
- 4 A LOT (MORE THAN 4 ITEMS PER MONTH)

39A. Generally, is what you have read in support of women as executives or not in support of women as executives?

- 1 IN SUPPORT OF WOMEN AS EXECUTIVES
- 2 NOT IN SUPPORT OF WOMEN AS EXECUTIVES

39B. Briefly, what did the articles you have read suggest to you about women as executives?

40. In which age category are you?

- 1 UNDER 25
- 2 25 TO 34
- 3 35- 44
- 4 45-54
- 5 55-64
- 6 65 AND OVER

41. Briefly describe your current or most recent position. Please give the specific job and in what industry.

\_\_\_\_\_ SPECIFIC JOB  
 \_\_\_\_\_ INDUSTRY

42. Is there anything else you would like to say on the subject of women executives?

(THANK YOU FOR YOUR COOPERATION)