

## **EXTENDED SUMMARY**

### **BARRIERS TO CAREER DEVELOPMENT IN THE VALENCIAN COMMUNITY: ARE THERE GENDER DIFFERENCES?**

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#### **INTRODUCTION**

There is currently a gender gap in the number of leadership positions occupied by women and men, as these are not equal, nor do they reach 40% (Cifre, Domínguez & Machín, 2019). Focusing on the Valencian Community, the percentage of women occupying these positions is 26% (Grant Thornton, 2021). What is the reason for this difference?

Women, throughout their professional careers, encounter a large number of barriers. Even though they are equally qualified for this type of positions, women continue to encounter obstacles such as: horizontal segregation, vertical segregation and internal and external barriers (Martínez & Cifre, 2020).

These barriers are caused by the fact that it is still thought that there are positions more suitable for men than for women (Agut & Martín, 2007) and that with the same training they do not move up with the same ease as men (Larrieta, Velasco & Fernández, 2015).

In addition, they impose barriers on themselves due to their lack of self-confidence (Martínez & Cifre, 2020). Not only that, but society continues to impose barriers, as is the case with organizations as they sometimes lack objectivity in recruitment (Eagly & Carli, 2007).

A good way to explain the difficulties encountered throughout their career is the leadership maze, which conveys the wide variety of obstacles and the level of difficulty that they seem to encounter throughout their career and not just before promotion (Eagly & Carli, 2007).

Career development is a continuous process of change and growth, in which it is necessary to know where we want to go in order to achieve it (Martínez & Cifre, 2020).

In order to corroborate whether there are differences in that career development in the Valencian Community, two interviews were conducted with both a man and a woman in the same management position.

## **OBJECTIVE AND HYPOTHESIS**

The objective of this study is to determine whether there are differences in the path to leadership positions between women and men.

The hypothesis of this work, in line with Eagly and Carli (2007) paper, is that women encounter a labyrinth of obstacles throughout their careers that prevent them from achieving the same leadership positions as men in the Valencian Community.

## **METHODOLOGY**

The procedure followed had several steps. First, I develop an interview based on the study by Eagly and Carli (2007) to find out what barriers women encounter and, based on the type of barriers, to draft questions to identify them in the participants.

Second, I contacted the participants through my supervisor by email, and arranged a meeting to conduct the interview. The interview with the woman was conducted by video call and with the man by telephone. Both lasted approximately one hour. In both cases they were recorded and transcribed for comparison.

The sample consisted of a female HR manager for 8 years in the iron and steel sector, before that since 2006 she has worked as a HR technician in companies dedicated to ceramics and consulting and a male HR manager for 9 years in the chemical sector, since 2001 he has been HR manager in different companies dedicated to ceramics, construction and plastics sector. Both are working in private companies in the Valencian Community.

## **RESULTS**

All results are compared at each point with the article by Eagly and Carli (2007).

According to what these authors say, in order to overcome the path to leadership positions one must be persistent and both participants have been persistent.

Moving on to the barrier related to prejudices, we find that the woman, throughout her careers, has found that attitudes are valued in men that are not valued in women, that it is frowned upon to highlight their achievements and comments related to their physique; however, the man has not encountered this type of barrier, as Eagly and Carli (2007) confirm that self-promotion in women is risky.

On the part of the woman, the expected has been found in relation to her leadership style, since she exercises a transformational style (Eagly & Carli, 2007).

As for family responsibilities, this is the most powerful barrier that women face, since most of the household chores fall on them (Eagly & Carli, 2007), the woman is in charge of all the household chores and has had to interrupt her professional career, something that does not happen at any time with the man.

A positive aspect of the results is that both have had work flexibility on the part of the organizations.

In the case of salary discrimination, both think that this difference does not exist but the literature shows us the opposite, since women work fewer hours and their salary is lower (PwC & Merino, 2021; Camacho, 2021).

Moving on to the barrier of motherhood and fatherhood, he has not encountered any obstacles, as has she did not, something that contradicts what is expected since motherhood is considered the biggest obstacle to career development in women (Grant Thornton, 2019).

From the point of view of both, the biggest problem of not achieving equality between men and women when it comes to promotion is due to culture.

The woman believe that it is necessary to intervene in schools and organizations.

The man, on the other hand, believe that it is necessary to look for talented women in order to promote them and to get men used to women occupying the same type of position.

## **CONCLUSIONS**

It is clear that progress is being made towards equal opportunities, but this progress is very slow.

Differences have been found between men and women when it comes to finding barriers, since women have even had to interrupt their professional careers.

Something to highlight is that both participants are very optimistic, since they consider that several barriers are not found at present, as is the case of the labor disadvantage for

being a mother, although she considers that she has not encountered this barrier had to interrupt her career to take care of her child. Both present gender blindness, since they are not aware of how people are disadvantaged in relation to their role since, as Eagly & Carli (2007) state, these types of barriers are present.

Another aspect that corroborates that they present gender blindness is that men believe that gender equality in leadership positions will be achieved in 20 years, however, PwC and Merino (2021) in their Closingap report state that at the current rate we are going, this equality will not be achieved for another 35 years.

We must continue working to achieve gender equality, increasing people's awareness, facilitating flexible schedules, avoiding recruiters' biases (Eagly & Carli, 2007), breaking with prejudices, creating laws to change the culture... (Escapa & Martinez, 2010).

In terms of limitations it can be highlighted that the article on which the present study is largely based is from 2007, so although progress is very slow, in 14 years it is likely that some aspects will have changed.

# BARRERAS PARA EL DESARROLLO DE CARRERA EN LA COMUNIDAD VALENCIANA. ¿EXISTEN DIFERENCIAS POR GÉNERO?

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## INTRODUCCIÓN

A día de hoy sigue habiendo una brecha de género, ya que el número de puestos de liderazgo ocupados por hombres y por mujeres no están igualados (Cifre, Domínguez y Machín, 2019).

Las mujeres, aún estando formadas y capacitadas para estos puestos siguen encontrando barreras que les dificultan el acceso (Martínez y Cifre, 2020).

Una buena forma de explicar las dificultades que se encuentran las mujeres a lo largo de toda su carrera es el laberinto del liderazgo, un laberinto transmite la dificultad y la variedad de obstáculos que aparecen a lo largo de todo el camino ya que no son rechazadas solo cuando van a ocupar puestos de liderazgo (Eagly y Carli, 2007).

## OBJETIVO

Conocer si existen diferencias en las barreras que se encuentran en el camino hasta puestos de liderazgo entre hombres y mujeres

## HIPÓTESIS

Las mujeres encuentran un camino de obstáculos que les impide ascender en las mismas condiciones que un hombre.

## RESULTADOS

BARRERAS	MUJER	HOMBRE
PERSISTENCIA	✓	✓
CONSCIENCIA	✗	✓
PREJUICIOS	✓	✗
RESPONSABILIDADES	✓	✗
SOCIALIZACIÓN	✗	✗
DISCRIMINACIÓN SALARIAL	✗	✗
MATERNIDAD/ PATERNIDAD	✓	✗

### AMBOS

Consideran que las diferencias se deben a la cultura.

### MUJER

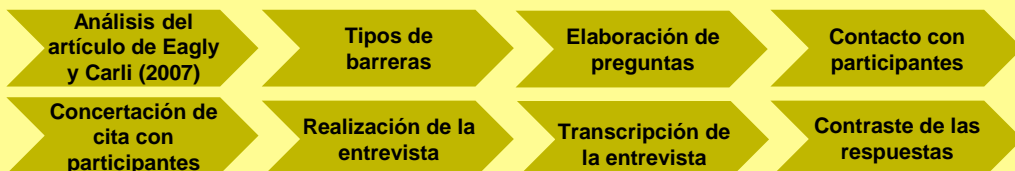
Intervenir desde los colegios y las organizaciones.

### HOMBRE

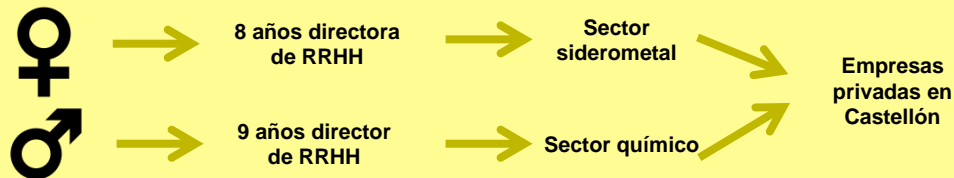
Intervenir desde la promoción de mujeres, dar visibilidad, implantar planes de igualdad.

## METODOLOGÍA

### PROCEDIMIENTO



### PARTICIPANTES



## CONCLUSIONES

IGUALDAD DE OPORTUNIDADES



Ambos participantes son muy optimistas. Se explica por la ceguera de género, no son conscientes de como las personas se ven perjudicadas en relación a su rol. El hombre considera que dentro de 20 años vamos a alcanzar la igualdad, sin embargo, con la tendencia que llevamos en la actualidad, no se alcanzará hasta dentro de 35 años (PwC y Merino, 2021).

Se han observado diferencias entre el hombre y la mujer a la hora de encontrarse con barreras.



Hacer frente a más prejuicios

Detención de su carrera profesional

### PARA FOMENTAR EL LIDERAZGO DE MUJERES

**Eagly y Carli (2007)**  
Flexibilidad de horarios.  
Conciencia acerca de los prejuicios.  
Empresas más objetivas.

**Escapa y Martínez (2010)**  
Conciliación familiar.  
Romper con los prejuicios.  
Cambio cultural organizacional.

### LIMITACIONES

Basado en el artículo de 2007

Muestra muy pequeña

### INVESTIGACIÓN FUTURA

Diferentes sectores, localización, más muestra...

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\* Congruently with a feminist approach, and following UJI recommendations from the Publication Service, I include the complete name of all the authors and not only the initial letter of the name.