

Promotion to managerial positions and the relationship to work outcome preferences: perspectives of women and men in Israel

Work outcome preferences among men and women

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Received 12 August 2021
Revised 10 January 2022
Accepted 9 May 2022

Abstract

Purpose – Women’s participation in the workforce and in managerial positions, which has led to greater diversity, reconstructs professional perceptions and preferences. The purpose of this research is to examine “Work Outcome Preferences” among men and women according to organizational status and the impact of other demographic factors.

Design/methodology/approach – The Meaning of Work (MOW) questionnaire was filled by 1,161 men and women employees in organizations: 744 workers, 256 junior managers and 161 middle managers. To examine the hypotheses, authors conducted an analysis of variance (ANOVA) test and a linear regression analysis for women and men.

Findings – The gender differences regarding work outcomes preferences decreases with career promotion. Further, the higher the organizational status, the higher the need for interesting and satisfying work among both men and women. Among women, the higher the organizational status, the higher the need for status and prestige and for serving society and the lower the need for interpersonal contacts and income.

Practical implications – Better understanding of the preferred outcomes among women and men in the three organizational statuses and the impact of promotion and varied demographic variables can help in the planning of material and non-material reward systems and methods suitable to the different sub-groups.

Originality/value – As far as authors know, there is not a single study focusing on the differences between narrow career stages such as workers, junior and middle managers according to gender regarding work values/work outcome preferences.

Keywords Work outcome preferences, Gender, Organizational status, Diversity management, Israel

Paper type Research paper

Introduction

In recent decades, women have been entering the global workforce at a rapid rate, achieving meaningful roles and managerial positions (Binder, 2018; Choudhry and Elhorst, 2018; Hartman and Barber, 2020; Vassakis *et al.*, 2018) but in most of the South Mediterranean countries, female labor force participation rates are far behind developing or developed countries (Dursun and Damadoğlu, 2020). United Nations Statistics indicate that in more than 60% of the countries polled by the United Nations, the majority of women are economically active (Lips and Lawson, 2009). Moreover, 51% of those in professional and managerial positions in the United States (US) and 23% of chief executives are women. Similar trends have been found around the world, where women have made steady gains in employment and education (Hartman and Barber, 2020). These changes have the potential to affect women’s work values and expectations regarding the goals they aspire to obtain through work.

Similarly, in Israel, during the last four decades, there has been a decrease in the proportion of men in the labor market, while that of women has been rising steadily. At first,

