AN ASSESSMENT OF HIGH LEVEL MANAGERS’ EXPERIENCE SPANS IN TERMS OF BASIC SECTORS AND DEMOGRAPHICS: THE CASE OF USA

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ABSTRACT

The main objective of this study is to assess high level managers’ experience spans from 41 largest businesses in terms of income in the city of Pittsburgh-USA within the context of basic sectors and demographic attributes. In this framework, the analysis is done based on basic sector, income, business age and high level managers’ gender and education information obtained from the websites of these 41 businesses operating in the city of Pittsburgh-USA. As a result of the study, the number of high level managers experienced over 5 years in the production sector is the lowest among others, sciences and humanities educational background, business age and annual income of companies appear null in terms of experience span. On the other hand, male high level managers are proportionally higher in number than female managers with regard to gender.

Keywords: high level managers, experience span, basic sectors, demographic attributes

JEL: M10, M12

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1. INTRODUCTION

"Today, when the production of goods and services organizations considered when organizations consider management / executives comes to mind" (Mintzberg, 1994: 21), management required in all activities related to production (Turgeon, 1989: 4), a hand operation while requiring the others to reach the goal on the other hand, the maximum utilization of the scarce resources, efficiency and effectiveness to provide, makes it necessary to operate in a changing environment (Ozalp et al. 2004: 3). In order to survive, its products and services, strategies, technologies they use, organizations are forced to adapt to developments in all aspects of the environment to the organizational structure and management practices (Jacob, 1993: 30), changes in technology and to cope with three critical challenges such as globalization (Hitt et al. 2005: 5), which is a good understanding of the environment and adapt to change requires the capacity to have talented staff (Boone & Kurtz, 1983: 423). There is no doubt, to cope with critical challenges, and it is located at a strategic point in ensuring the sustainability of the chief executive and said it was their responsibility very seriously.

Managers who are at different hierarchical levels in the organizational structure, usually based on their position in the organizational hierarchy, first, can be classified as middle and senior managers (Lightning and Steel, 2011: 19); From a single administrator with a single hierarchy level in small businesses, large enterprises in the hills top, mention may be made of four executives, including middle and lower level (Ozalp vd, 2004: 12). Leaders of the concept is not very clear, both in English, it is stated that there are so many different concepts used in the same sense as an administrator on both the Turkish literature. English literature, to express the concept of manager although there are differences and role among them, Manager, Administrator, Supervisor, Executive, Chief Executive Officer (CEO), Vice President, Managing Director, concepts such as the Executive Director are used (Koçel, 2013: 63). Referring to the current practice to refer to upper management in today's organizations, senior / chief executive or CEO (Chief Executive Officer / CEO); Practitioners General Manager (Chief Operating Officer / COO); President (Vice President, President, Chairman); Manager (Manager / Director); Executive (Executive) said that the use of concepts such. Regarding this issue, also among the preferred concept it is noteworthy that there are differences between countries. For example, in the UK, Directors / Board of Directors (Board of Directors), Executive Committee of the Group (Group Management Committee) (BHP, 02/09/2016) Board Members (Board Members) and practitioner / practitioner Non-Director (executive / non-executive directors) (BP, 09.02.2016); In the United States, the Chief Director (Leader Directeur) (Alcoa, 09/02/2016), President and CEO (President and Chief Executive Officer) (USSR, 09/02/2016), Chairman of the Board and Chief Executive Officer (Chairman and Chief Executive Officer) (PPG, 02/09/2016), Chairman (Chairman of the Board of Management) (Lanxess, 03.04.2016) it is observed that use of concepts such. Among the most preferred concept "Chief Executive Officer" is said to be. In Turkey, top / top managers are often used when referring to the concept of the CEO, statistics and analyzes are conducted via the CEO (BM, 5.3.2016; Kadın Ceo’dan. 3.7.2015).
Some European and US companies CEO, "general manager of the above, but the six of the chairman", while Turkey is positioning itself as the Chief Executive Officer (CEO Heroes, and Bakır 02.25.2014, 25.02.2014). Abbreviation of the English words that Chief Executive Officer CEO, a top-level managers with the active management of the company (Koçel, 2012: 193); chief executive, the company's president, to arrange the policy and direction of the company is defined as the person responsible for the final (Post and Anderson, 2006: 578). Gripping the highest grade managers in the company, chief executive officer, managing director of small, farm steward; people who gave their lives for the sake of something to glorify not belong to him, corporate heroes like Captain ... ... means are also installed. It was first used by the Koc Group in Turkey, it is stated that later spread to express a high level of professional managers (Bakır, 02.25.2014).

Top managers, to develop long-term plans for the organization separates most of the time; to produce new products, buy other companies or decisions to enter new geographical markets as companies that are administrators; employees, are allowing people to achieve the vision for the future of the company (Boone & Kurtz, 2013: 219). The research, in need of success, control-oriented, risk-prone, tolerant of uncertainty, shows that they have the more type A personality traits (Ahmad, 2010: 204; under30ceo, 03.03.2014). Interpersonal relations role of managers in the literature (Robbins & Coulter, 2012: 11; Hitt vd.2005: 26) and capabilities (Hitt et al. 2005: 33; Lightning and Steel, 2011: 12; Eren, 2013: 12), the parent application managers not only a good manager is met by the obligation of being a good communicator. According to the 358 portfolio managers and analysts on results of research conducted in 37 countries, it was revealed that affected investors, CEO (Ozer, 13.03.2014). The top 50 CEOs, providing a return on average total shareholders percent in 1350 during the tenure can be considered as one indication of this (HBR, 09.03.2016). Again, 72% of the extraordinary performance of the CEO of an organization, it is stated that there is close cooperation with customers who CEOs (IBM, 03/06/2016). CEOs can appeal to investors and customers, besides the responsibility of being able to communicate well with them, "change, uncertainty, limitations and daily faced with the need to make effective decisions (Hitt vd, 2005: 3), with various managerial challenges throughout their careers information on coping skills, using their experience and understanding, said they signed organizational success or failure.

II. SUMMARY OF LITERATURE

In the literature, the highest level in the management hierarchy, the top management of the summit Perched hill managers (Jones and George, 2006: 8; Boone and Kurtz, 2013: 219), CEO (Chief Executive Officer), CFO (Chief Financial Officer) and Executive Vice President which consist of positions like (Boone & Kurtz, 2013: 219); planning, organizing, leadership and control functions are indicated as (Robbins & Coulter, 2012: 9; Jones and George, 2006: 8). Today in organizational success, failure is considered to belong to the management and administrative (Ozalp et al., 2004: 3). As a professional manager's success is measured by the degree of the firm transportation purposes (Koçel, 2013: 65). So, one responsible for the
success or failure of the company executives / CEOs are. The importance of CEOs in terms of organization or company, the company's performance undoubtedly lies as responsible for a number. Therefore, in the literature, as can be seen in the examples below personality traits, preferences, task areas, responsibility, leadership and so on. been addressed in many ways, it has been examined and are the subject of statistics.

In the literature, Weisbach, CEO of the relationship between the CEO from outside the company through resignation or companies controlled by them (Weisbach, 1988: 431); Brickley et al., CEO and Chairman of separation (Brickley et al., 1997: 189); Parrino, the successor relationship with the CEO turnover rate (Parrino, 1997: 165); Kirkbride and Letz on, the CEO position in place of the law and practice (Kirkbride and Letz, 2002: 136); Naranjo-Gil and Hartmann, have investigated how they use the hospital management information system strategy CEOs in orientation. According to Naranjo-Gil and Hartmann's study results, different educational and professional backgrounds of the CEOs of hospitals, hospitals are implementing various MIS (Naranjo-Gil and Hartmann, 2007: 29). Parayita I et al., Medical director of the health sector in strategic decision-making within the scope of the impact of the decision results (Parayita I et al. 2007: 283); Dückers et al., Led by the CEO of hospital and doctors have examined the impact on the participation of the improvement project (Dückers et al., 2009: 306). Ahmad, CEO of personality differences between entrepreneurs and professional CEOs in SMEs; higher compared to the type of professionals that has demonstrated entrepreneurial personality trait CEO Show (Ahmad, 2010: 203). Dr Cai et al., CEO of the family in China, the impact on firm performance (Dr Cai et al. 2012: 923); Krause and Semadeni, CEO and chairman of the division of roles and their impact on firm performance (Krause and Semadeni, 2013: 805); Amran al., CEO and chairman of the features and performance of the public and its affiliated companies association (Amri et al., 2014: 799) have been discussed. Turkish very committed an issue in the literature, the barriers to women to be senior managers and in particular glass ceiling syndrome (Ergeneli and Akçamete, 2004: 85-109; Weaver et al. 2007: 116-135; Mizrahi and Tool, 2010: 149-156; Bingol et al. 2011: 115-132). In addition to these types of studies, CEOs about published various statistics (Statistic Brain, 03.03.2014, Under30ceo, 03/03/2014), said that curiosity and for individuals who are interested, "CEO Extending Path" (Darbaz: 2010) and "your life be the CEO "(Rampersad, 2010), such as reading books are also available.

As it can be understood from the above mentioned study on one of the most discussed topics, CEO and Chairman / President of the differences between the positions. CEOs, where management and those who played a major role in the provision of business operations, Chairman / president of the board of directors to be active shareholders to communicate with the board to have a good relationship with the leaders responsible for the board to establish between the members are indicated (Amri vd. 2014: 799). The meaning of the CEO is a popular concept in recent years in Turkey is fully fit, remit and is expressed in relation to his work, especially where there are different views on the business environment (Hero CEO, 25.02.2014). The relationship between firm performance differences position; professional and personal characteristics that differ from each other entrepreneurial CEOs; training and experience with different managers, diversified applications; especially between senior
managers and the reasons for the small number of women in the glass ceiling syndrome, other subjects are studied.

Scientific studies regarding the CEO outside, stay in their tenure, gender, educational areas and levels of income they receive, they graduated from college, etc. Statistics published in such titles attract attention. Fortune 1000 companies as well as statistical analyzes examining the scope CEO changes (Hero CEO, 25.2.2014); Forbes 500 CEOs of the world’s most successful CEOs of 100 (Statisticbra's, 03.03.2014, Habertürki to, 13.1.2016) and Turkey's 100 professionals (NTV, 09.03.2016) containing information about the statistical data is available.

Annual income of 7% of the Forbes 500 CEOs, $ 100,000 and under; 100000-250000 dollar of 43%; 27% of the dollar 250000-500000; 9% of 500000-750000 dollar; 5%, 750000-1000000 dollars; 6% of between 1000000-3000000 dollars; The 2% is reported to be over $ 3,000,000 (the Statisticbra, 03.03.2014).That 59 of the CEO, the average age in the world (Ignatius and McGinn 2014; Act. Habertürkiye, 13.1.2016), but in practice 13 years (İşplanıornemeleri, 02.25.2014) and is well located for example 81 years (Mavi, 2009, 09.03.2016); According to 2009 data, the S & P 500 index, the average age of the CEOs of the companies located in the United States 63; the average American CEO as the CEO of Turkey is younger than 11 years old (Turkey CEO Yaşı, 2009, 04.03.2016); According to 2013 data while the S & P 500 index is stated that 55 of the companies included in the average age of the CEO (Statisticbra 03.03.2014). In particular, according to data recently said that a decline in the average age of the CEO.

CEO seen as responsible for number one performances, began less time sitting in their seats. According to a study of Fortune 1000 companies, 2000-2005 has increased 126 per cent of the CEO change, the number of companies that brings the outside instead of the former chief executive manager at the same time it was revealed that an increase (Kahraman CEO, 02.25.2014). Due to the turbulence through which the global economy in recent years, compared to the residence time in the very shortened the former CEO of executive seats, this time until 2011, the world average of 9.5; It is reported that the current drops to 3.5 years. Turkey as well as the ever shorter period and remain in office only 52 days of a CEO is stated that perhaps a record in this regard (Bozkus, 03.02.2016). other sources that refer to the same subject, the remaining period at the beginning of a company for 20 years as CEO, Jack Welch is now closed; exchange rate had risen rapidly in the world of the CEO; notes that a few years ago the average CEO tenure of 10 years who dropped up to 3 years (Bakır, 02/25/2014 Kahraman Ceo, 02.25.2014).

The three basic elements in a shortening of the term of office of the CEO seems to come forward; performance failure, conflict and mergers taking place with the board of directors. Research reveals that the forced resignation due to the decline in value of shares of the majority. Shareholders of the company they tolerate administrator can not increase the financial value of; In 2004, 2 percent of the CEO change in Europe, which is experienced due to the poor performance of 31 percent in the US (Kahraman CEO, 25.2.2014); As CEO of the company is said to be over 32 percent effective as of (Ozer, 13.03.2014). The shortening of the term of office of the CEO background, associated with the performance of the CEO and the CEO's reputation as the company said that the primary responsibility for keeping.
Another issue regarding the top managers is the gender distribution (Hurriyet, 04.03.2016, Under30ceo, 03.03.2014). Regarding this issue, as well as statistics on the place of women in CEO positions (Statistica's, 03.03.2014, Hurriyet, 03/04/2016) of women compared to men, senior management and strategic importance of the power represented in the position to study investigating the causes of the less (Örücü vd, 2007 : 116-135; Bingol vd. 2011: 115-132) are also common. According to a study made of top companies in the United States the most wins 4012 administrator only if the senior executives of 500 institutions of 0.5% and Fortuna is only 4% of women (Davies Netzley, 1998; Baxter and Wright, 2000; Act. Bingol vd, 2011: 116). According to the 2013 data is given as 12 Fortune 500 companies in the number of companies managed by women. This corresponds to a rate of approximately 2.4% (Statistica's, 03.03.2014). Yet another study in the world's top 100 CEOs revealed that only 2 women (Ignatius and McGinn 2014; akt.hbrturkiye, 13.1.2016). Administrative position in Turkey have come across very few number of women compared to men (Khan, 2007; akt.bingöl vd.2011: 116). According to the gender distribution of senior managers, 5% of the women of the world average, with 13% of the first world that Finland, Turkey's ratio of 12% is said to be second in the world (Kadın Ceo'da, 9.3.2016). According to another assessment, senior managers rate in Turkey is 12%, 2% rate the CEO (Türkiye'de kadın CEO, 9.3.2016). The ratio of senior women managers in the 21st century, both in the world (BM-institute, 03.04.2016), as well as in our country said it still remained at a low level.

Another statistics on senior executives is related to training areas in university education, and they graduated. The world's most successful CEOs in the engineering of the 24 100 have bachelor's or master's degree. The number of MBA degree, which is 29. Eight CEO has both (Ignatius and McGinn 2014; AKT. Hbrturkiye, 13.1.2016). According to the Forbes 500 company CEOs with relevant statistics, 24 doctoral CEOs, 37 masters, 51 has a law degree and MBA 165 (Statistica's, 03.03.2014). In our country, according to statistics indicating that one engineer from both CEOs, the ratio of the CEO is 46% engineers. The engineering industry is very close to the business group also considered within the business enterprise and so on in Turkey CEO output rate is 41% ((Ekonomi, 4.3.2016 ve bm-institute, 4.3.2016)). Data available, the top executives of the educational dimensions of science and social science shows that the ratio close.

In this study, the tenure of the CEOs is considered as an experience time in the company. The highest revenue of the 41 company CEOs in Pittsburgh in the United States, in terms of income level in the context of the basic sectors, income, business age, years of experience, and education levels, the gender dimension has been conducted. The findings have been tried to be compared with senior managers made earlier related studies and statistics.
III. THE RESEARCH

A- Purpose of Research

The main purpose of the study is to examine senior executives within the scope of large-scale experience in business / foundation sector in the United States city of Pittsburgh within the context of tenure and demographics.

B- Sample of Research

The sample of the study is the largest 41 enterprises in Pittsburgh in the United States in terms of income declared by aligning each year by the Regional Union, annual revenue of 1 billion dollars. The reason for choosing the companies operating in Pittsburgh is that Higher Education Scholarship Pennsylvania State University have three months visiting researcher at Beaver campus and the senior managers of a sectoral basis of the leading enterprises in the region concerned, to examine in terms of tenure and demographic factors, will contribute to the literature.

C- Collection of Data and Analysis

41 largest companies in terms of operating income in Pittsburgh in United States, on their websites, basic sector income, under the information for senior executives was conducted to examine gender and age education and business.

SPSS software was used for statistical analysis. Chi-square test and Mann-Whitney U test was used in the context of research.

D- Hypothesis of Research

$H_1$: There are differences within the basic industries based on years of experience of senior executives.

$H_2$: Within the formal education of senior managers, there are differences depending on the years of experience of senior executives

$H_3$: Within the period in which the company was established, there are differences based on years of experience of senior executives

$H_4$: Within the income of the company there are differences according to years of experience of senior executives.
IV. FINDINGS

According to the key sectors where the senior managers have understood that there is a difference in terms of experience periods (= 7.411, p = 0.006). Therefore, the hypothesis H1 has been accepted. With little experience in the manufacturing sector of the senior executives who are five years, while the percentage with a maximum of five years experience and over time has the least percentage. In the services sector, with over five years experience and it has less experience per cent higher than five years (Table 1).

<table>
<thead>
<tr>
<th>Experience Time</th>
<th>Industry</th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Production</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>&lt;5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n</td>
<td>16</td>
<td>8</td>
<td>24</td>
</tr>
<tr>
<td>%</td>
<td>39,0</td>
<td>19,5</td>
<td>58,5</td>
</tr>
<tr>
<td>&gt;=5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n</td>
<td>4</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>%</td>
<td>9,8</td>
<td>31,7</td>
<td>41,5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n</td>
<td>20</td>
<td>21</td>
<td>41</td>
</tr>
<tr>
<td>%</td>
<td>48,8</td>
<td>51,2</td>
<td>100</td>
</tr>
</tbody>
</table>

Based on years of experience of senior managers within the scope of gender analysis it was not conducted due to the lack of sample volume differences in cell scope. However, the number of senior women managers are examined in Table 2 per cent is quite small, which is also the duration of less than five years experience in the male managers seem to have a higher percentage.

<table>
<thead>
<tr>
<th>Experience Time</th>
<th>Gender</th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>&lt;5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n</td>
<td>1</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>%</td>
<td>2,4</td>
<td>56,1</td>
<td>58,5</td>
</tr>
<tr>
<td>&gt;=5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n</td>
<td>2</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>%</td>
<td>4,9</td>
<td>36,6</td>
<td>41,5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n</td>
<td>3</td>
<td>38</td>
<td>41</td>
</tr>
<tr>
<td>%</td>
<td>7,3</td>
<td>92,7</td>
<td>100</td>
</tr>
</tbody>
</table>

According to the formal education of senior executive experience, there is no difference in terms of time (= 0.874, p = 0.350). Thus, H2 hypothesis has not been accepted. Formal education of senior executive experience shows they get so close to the time when examined by (Table 3). As it can be seen from the table, 12 years of experience in the science of CEOs with less than five years, 12 of the social sciences; The period in which more than 5 years’ experience, the social sciences 23, there are 18 CEOs from the natural sciences.
Another issue pointed out in educational level, they have 19 of the 41 senior executives and MBA is that foreign enterprises including 13 of the license.

<table>
<thead>
<tr>
<th>Experience Time</th>
<th>Formal Education</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Science</td>
<td>Social</td>
</tr>
<tr>
<td>&lt;5</td>
<td>n 12</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>% 29.3</td>
<td>29.3</td>
</tr>
<tr>
<td>&gt;=5</td>
<td>n 6</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>% 14.6</td>
<td>26.8</td>
</tr>
<tr>
<td>Total</td>
<td>n 18</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>% 43.9</td>
<td>56.1</td>
</tr>
</tbody>
</table>

According to the period in which the company was established (before 1950 and after), there is no difference in terms of years of experience of senior executives (= 0.874, p = 0.350). Therefore hypothesis H3 has not been accepted. Years of experience of senior executives according to the period in which the entity has established close to the percentage value. Only the percentage of executives who have experience and over five years under the post-1950 period are lower (Table 4).

<table>
<thead>
<tr>
<th>Experience Time</th>
<th>Company Establishment Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt;=&lt;1950</td>
<td>&gt;1950</td>
</tr>
<tr>
<td>&lt;5</td>
<td>n 12</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>% 29.3</td>
<td>29.3</td>
</tr>
<tr>
<td>&gt;=5</td>
<td>n 11</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>% 26.8</td>
<td>14.6</td>
</tr>
<tr>
<td>Total</td>
<td>n 23</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>% 56.1</td>
<td>43.9</td>
</tr>
</tbody>
</table>

According to the company income, there is no difference in terms of years of experience of senior executives (U = 187, p = 0.653). Thus, H4 has been accepted. Group with little experience of five years (n = 24) for the mean difference 20.29 and groups with experience over five years (n = 17), the average difference is 22.
V. RESULT

Today's organizations and their ability to cope with critical challenges in ensuring the sustainability of senior managers said they have a strategic position and responsibility. Organizational success or failure of the management and executives belong; The fact that senior managers is considered to be responsible for a number of organizational performance, researchers and stakeholders have to deal with the senior managers have brought the results.

Top managers are used in a wide variety of concepts, while expressing, the most preferred among them Chief Executive Officer of the English word, which stands for the concept of the CEO. CEO, responsible for defining the business processes and policies to be implemented, as the person ultimately responsible for the implementation and overall performance of the company, can be considered as an administrator at the highest level in the hierarchical levels.

Relationships between individuals mentioned in the literature on the role of executive roles (Robbins and Coulter, 2012:11; Hitt vd.2005:26) and the ability (Hitt vd.2005:33; Şimşek ve Çelik, 2011:12; Eren, 2013:12), besides being a good manager is met with the CEO of the application must be a good communicator. CEOs, investors, and to appeal to customers, be able to communicate well with them, change, uncertainty, to cope with the constraints, are obliged to take effective decisions on a daily basis. Information at the disposal of the challenges faced throughout their careers, talents, experience and understanding, mediates the experience of organizational success or failure; CEO and be at the top or the reputation of the organization leads to grovel.

The findings of the study was conducted in order to examine the scope of basic industries and demographics of the United States within the scope of the Pittsburgh large-scale experience while senior executives in the company are as follows:

- According to the key sectors where the senior executives, managers experience / tenure is understood that there are differences in terms. Senior with less than five years experience in the manufacturing sector of the executive percent while those at most, those with five years experience and over time has the least percentage. In the services sector, with over five years experience and has a higher percentage than those with less than five years experience. Therefore, "there are differences according to the sectors covered by years of experience of senior executives" H1 hypothesis has been accepted.

- In terms of experience, the percentage of the manager who has less than five years experience of the 41 companies is %58.5. This rate supports, CEO of executive chairs in the living of time in terms of statistics that increases the rate of change of CEO.

- In terms of gender, the ratio of female senior managers, is 7.3%. The world average of 5% in this regard; Turkey average is 12%. Therefore, above the world average ratio of female managers in Pittsburgh, but it said it was below the average in Turkey. The rate of women in senior management positions, both in the world and in our country are still low.

- According to the formal education of senior executive experience, there is no difference in terms of time. Therefore, "the scope of formal education are
An Assessment Of High Level Managers’ Experience Spans In Terms Of Basic Sectors And Demographics: The Case Of USA

differences depending on years of experience of senior executives” H2 hypothesis has not been accepted. 12 CEOs period of less than five years experience in the field of education in terms of science, the social sciences, 12; In the period of 5 years experience with more than 23 social, 18 are from the field of science. So natural and social sciences rates are close to each other.

- Regarding education levels, 19 of the 41 senior managers have MBA degree. Among the 13, it is noteworthy that foreign business license. Accordingly, almost one in every two CEO has MBA degree. According to the Forbes 500 company CEOs with relevant statistics, 165 of the CEO has MBA degree.

- According to the period in which the entity is established (before 1950 and after), there is no difference in terms of years of experience of senior executives. Therefore, "there are differences depending on the experience of senior management time period in which the entity established under the" H3 hypothesis has not been accepted. Only the percentage of executives who have experience and over five years under the post-1950 period are lower.

- According to the entity's income is no difference in terms of years of experience of senior executives. Therefore, "there are differences depending on the duration of business experience in senior management revenues under the" H4 hypothesis has not been accepted.

Other points are listed below about the study:

* The importance of organization of senior executives, are the results of individual success and reputation of associated with organizational performance.
* Scientific studies addressing differences between the CEO and Chairman positions and positions are noteworthy differences between studies that examine the relationship between firm performance.
* Professional CEO and the CEO entrepreneurial personality characteristics vary (Ahmad, 2010: 203).
* Education and experience with different CEOs, application uses different methods (Naranjo-Gil and Hartmann, 2007: 29).
* There is relationship between resignation of CEO’s and the CEO audits done by inside or outside (Weisbach, 1988: 431).
* Preferences in the Middle East is for the Turkish manager (Data, 03/05/2016)
* Senior management roles and skills of interpersonal relationships, it is important in terms of organizational performance.
* CEO and chairman roles, combined with the company, their role may exhibit different performance compared to firms that are separate; Each position can lead to different results in different periods (Krause and Samad Thani, 2013: 805).
* CEO Chairman / President positions, has a relationship with the company's return on assets (Amri et al., 2014: 799).
* Today, the average age of the CEO is falling steadily (Turkish CEO age, 2009, Hurriyet, 03.04.2016).
Women are less represented in positions of power in senior management and strategic importance compared to men. Previous studies in the size of the glass ceiling syndrome bottom elevation of women in senior management positions showed the results of an obstacle. Women’s a lot of role in family and work life, make unwillingness to rise in senior positions, for reasons of personal preference as to have a sense of insecurity has also revealed that the results in this direction (Bingöl vd, 2011: 130) Within the framework of social phenomena of having more the role of family responsibilities attributed to women and women affect their career development, women's administrators did not want to come to senior management positions of the same sex (queen bee syndrome) women among the most important in the promotion of senior executive positions for women to be cause of his career racing jealousy and envy it is among the obstacles (Örücü vd, 2007: 133.134).

Regarding the research, making a comprehensive study is recommended by reaching a greater number of senior managers covering different countries.

VI. LIMITATIONS
Detailed studies of senior executives not much found in literatüre in Turkey, only to be examined by the company's CEO in a limited number in the United States in Pittsburgh, and not the information verbatim interview to be obtained through the web are among the major limitations of the study. Furthermore, the study is limited in the size designated by the authors.

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