

Employees' Perception About Gender Stereotyping: A Study of University of Peshawar

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Abstract

Women face barriers in their professional stages which decrease their abilities confidence and chances to reach to the higher level position in the organizations. Pakistan is a male dominant society where females are suppressed by the cultural norms. The situation is changing due to many factors that are advancement in literacy rate for both male and females and the awareness of women rights. The objective of the study is to examine the perception of employees about gender stereotyping which may leads to gender discrimination in the work places. The instrument used for collection of data was women as manager scale (WAMS); the sample was taken the higher education institute of Peshawar (University of Peshawar). The result of this study shows that women employee shall capitalize on their mechanical, technical and leadership role. Despite of many rights have been given to females but still there is lack of fit exist between women and the mannish work at managerial posts. Recommended efforts shall be made from government organizations, societal and cultural actors to make working culture favorable for females in the work places and to be taken women and men both equal. The study can be applied at organization level at HR department for the equal policies for both the genders. Females who are stepping into professional career must be aware of the barriers regarding gender stereotyping.

Keywords: University of Peshawar, Gender stereotyping, Perception.

Introduction

Gender stereotyping can be defines as set of claimed qualities belief of female and males. Boys are considered strong aggressive and have leadership qualities while girls are considered weak passive and are taken as followers of the leaders (boys). Gender stereotyping can be studied at two levels that are Sex role stereotypes beliefs belonging to various roles and discriminating activities for male and female whereas sex trait stereotypes shows the psychological and behavioral features says about majority (men) and minority (women).

There are two traditional divisions in the gender role stereotypes male role and female roles. The difference between men and women is emphasizes on the traditional Sex roles. Our society is effected by these sex role we can find it everywhere in our lives, this is present in our families, educational system, in the work place most occurring places in management and non-management places. The gender norms can be seen varying from country or culture to another country or culture. Sometimes it is seen different with in the country and culture.

Agars (2004) Gender stereotyping is traditional process based on the culture in which male and female are placed in different categories which limits their potential. This traditional culture effects women career in which men are always found dominant as a common saying that think manager and think male is a global phenomenon (Schien, 1998). Determining the role and impact on gender role stereotyping on women's career in management field and managerial posts is very important. According to Schein (1998) gender base stereotyping has been defined as the set beliefs of traits which are likely to be finding among sex than the other." These characteristics to gender differentiation can be extended to occupations that are held by male or female personnel (Eagly & Johnson, 1990; Norris & Wylie, 1995). There are some symptoms of gender stereotyping given by Fiske (1989) include:

- a. The needlessly unwanted evaluation and categorization on the base of gender or race (like woman partner or black professor).
- b. Examining people entitle authority along aspects which are relevant to the relevant groups which are under stereotyping like as we say women have social skills.
- c. When it comes to selection perceiving and interpreting people's traits for example; abrasiveness can be find in aggressive woman but aggressive man is forceful).

One of the major examples of gender stereotyping and its effect on women advancement in their career development is that the Price Waterhouse Vs. Anna Hopkins conflict case, Ms. Hopkins a junior who was waiting for the schedules promotion for a full partner as she was the eligible candidate who has the best portfolio and sound records. She was refused to partnership because of her physical masculine appearance and she was told to go to charm school to learn to behave like a woman and to make her appearance like a decorated women. Ms. Hopkins sued the firm and won against it successfully.

There are many examples found in Pakistan one of them is of Ms. Samra was promoted irrespective of the desired targets which the project has assigned. She complained to Director General of the organization against environment in which she works, where she was harassed. The harassment means were clearly stated. The application was against three male staff members appealed for serious action to take against them but the applicants has just been demoted to a junior post for senior post (Manager Today, Oct-Nov, 2010).

Sex roles differentiation has been a natural phenomenon in our culture men are always assumed to be dominant character in work organization and women assumed to be submissive character always placed at the subordinate level. As women are steadily increasing in the work field so men are required to adapt to work within the environment of female peers subordinates. There should be some adjustments made for both the groups male and female at all interpersonal, personal and organizational level.

Many researchers have found when sex role characteristics can indicate future success in an organization, presence of feminine traits is found as a loss while presence of masculine traits is found as a benefit in an organization (Brenner, Tomkiewicz & Schien, 1989; Powell & Butterfield, 1979, Ledett & Henley, 2000). The type of risky or loss traits concerned with female sex role stereotypes consist of traits like passivity, emotionality submissiveness dependency on the other hand beneficial traits associated with male stereotypes consist of traits like independence, dominance, aggressiveness, strength and rationality (Haanand Livson, 1973; O'Leary, 1974 and Ledet & Henley, 2000). The power factor always finds to be aligned with men and women stereotypes.

From the context of Asian region, Pakistan and India women are feeling the space for their increasingly opening ways to career advancement but they still have an open fight against gender stereotyping to reach the positions in which they gain acceptance and feel equal at work place. By looking

at the higher level of hierarchy very few women who have reached by breaching the traditional norms. Women executives who had stepped out of their typical traditional roles have rebellious stubborn personalities and they refuse the traditional cultural images (Singh, 2003). Two different but very identifying processes have been found that is in which one feel comfortable with their roles and other in which they do not feel comfortable in their role of being wives and mother. The process in which they feel comfortable they have realization that their aims are truly incompatible with their role but in the other process women blame that they are placed in wrong role and fault themselves for steeping in the role they are in (Singh, 2003).

The increasing number of female candidates in local, state and national elected office shows the eroding of the male dominated elections. Most of the researchers had tried to find out the ability of women candidates to participate in the elections and this study leads to the result of women representation at the lower part which is national level. The reason could be the reluctance of people to vote for female candidates. (Welch & Siglman, 1982).

During the rise of feminism in 1960s and 1970s emerged the study of gender stereotyping (Deaux, 1995). By that time the researchers examined what does stereotyping mean how and why individuals are underlined by stereotyping, does stereotyping affect cognition, behavior more specifically in terms of gender and the roles (family, social, work) which are associated with a particular gender. The older means of measures of gender role stereotyping and gender tried to conceptualized masculinity and femininity with the respective gender stereotyping roles. When Constantinople (1973) pointed the unfair measures of unidimensional assumption that challenge developed two separate dimensions for male and female gives measures for gender and gender role stereotyping.

Eagly and Steffen (1984) the two theories social role theory and gender role framework (Gutek et al., 1991), gender role stereotyping is determined by some parts of society and also reflect occupational and societal trends (Diekman & Eagly, 2000; Eagly & Steffen, 1984). The differences of gender role are based on early role division like women's tendency to the domestic roles and breadwinner role is for men (Diekman & Goodfriend, 2006; Eagly et al., 2000). Men with their physical strengths were with hunter and home builder abilities while women are with caregiving roles (Feingold, 1994). Thus it is concluded that the gender role arose from the type of work performed traditionally by each gender, (Bradly et al., 2011) although this gender occupation pattern still exist with the same agenda of more men in executives, managerial and leadership roles at jobs.

Thinking of increasing women's number in the managerial and masculine type jobs the gender role stereotyping get clear. But it is not true for men in the case if they do not move into feminine jobs (Diekman & Goodfriend, 2000; Galanaki et al., 2009). Although women advances in the workplace but still gender segregation still exist and the gender role stereotypes will remain alive (Mihail, 2006). The outcome of gender role stereotyping should be considered importantly like gender stereotyping affect job choice in terms of abilities and interest (Oswald, 2008; Rudman & Phelan, 2010). Gender stereotyping leads to few elements that is varying perceptions and expectations of leaders (Cabrera et al, 2009; Embry et al, 2008) also influence income gain (Blau et al., 2002) by job and the ratings by the performance done (Blauer & Baltes, 2002; Bowen et al, 2000). The threat of stereotype appears at task in which they are gender incongruent the individual is under fear of biasness can cause intentionally reduced performance to eliminate the outperformance of the opposite gender (Steele & Aronson, 1995).

Genders stereotyping is a disadvantage in women career. Many of situations show little improvement over 30 years (Eagly & Karau, 2002). Only the attention in this manner has been given by the western countries. The data shows that women representation at forums and governmental efforts for

the opening of opportunities for women, but still gender remain a worst reality and examples of bias and prejudice can easily be find. The conclusion inferred from the information that gender stereotyping influence our evaluations that we treat women and men differently.

Problem statement

Women are facing discriminatory behaviors in their work place. Behind gender discrimination there is a background which is called gender stereotyping. Gender stereotypical expectations have been found to lead to negative perceptions of women employees, resulting in less favorable evaluations of women and less frequent promotions than equally qualified men. The problem is to find the perception of employees about gender stereotyping in university of Peshawar.

Primary Research Objective

Primary objective of this research is to find the perception about gender stereotyping in the higher education institute in Peshawar.

Research Questions

The perception is taped with question like:

1. What is gender stereotyping prevalence in HEI's?
2. Does female faculty perceive gender stereotyping as a barrier to reach higher positions in organizations?

Scope of the study

This study has been conducted in the University of Peshawar. Among 16 departments, ten departments were purposively selected on the basis of greater number of female employees.

Methodology

This research is only concern with quantitative approach as the study is descriptive. The techniques use for conducting this study is quantitative techniques and the utilizing of surveys methods for the data collection and analysis.. Descriptive study us the mean of discovering and describing what exists and tells the frequency with which somethings happen and occurs and also which has impact on lives of people and society. The method used for collection of data is both primary and secondary. The information is collected from the employees. The information collected by someone other than the user or

from the previous literature fulfills the researcher's need called secondary data. For the purpose of study previous literature and studies were observed and analyzed deeply. For this study 20 items questionnaire was used. The questionnaire was taken from the scale known as women as manager scale (WAMS) Peters, Terborg and Taynor (1977). The survey was designed to collect information about the demographics and the perception of people about the gender stereotyping by the scale known as WAMS (women as manager scale). WAMS is the attitudinal scale which shows the behaviors and attitude of people towards female manager. WAMS consist of three dimensions acceptance of women as manager, perceptual stereotyping and attitudinal behavior to women managers. WAMS was developed by Peters, Terborg and Taynor (1977). The questionnaire consists of twenty statements, that measures respondent's perceptions about female managers in general. Among these ten are worded positively are in favor of women as a successful manager and ten are not in favor for women success in management positions. The statements are measured by 7 Likert scale, pointing from 1 (strongly disagree) to 7 (strongly agree). Non probability sampling is used for gathering data. In this method the data is collected by the respondents by their willingness and their convenience. There will be no equal chance for the individual to be chosen. This method is simple in use, cost effective and convenient for the researcher also. In order to find out perception of employees about gender stereotyping in Higher education institutes of Peshawar. Faculty of University of Peshawar is taken as population purposively. Ten Departments are selected in which the female faculty was operating. To get the efficient results the respondents were 133 which include Professors, Associate professor, Assistant professor and Lecture. Each sample size comprised of 25% of the total population for the fairness and for the accuracy of the results. Exact number of sample size was not determined that is why for this study non-probability sampling has been used. From the population of university of Peshawar among sixteen total departments sample size of ten departments has been taken on the basis of where female are operating. In order to conduct pilot study, 15 questionnaires were distributed among both male and female respondents.

The questionnaire was tested for the reliability. To check the reliability initially 15 questionnaires were distributed. The Cronbach alphas obtained was 0.675 which is considered satisfactory. According to previous studies Batool, S & Tahir, M. (2015) which were done by the scale WAMS the Cronbach alpha obtained was 0.6 and the value was considered satisfactory.

Table 1: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	.675
Number of Items	20

Data Analysis

The objective of the study is to examine the perception of employees about gender stereotyping. For examining the objective descriptive statistics have been run on the data. First the demographics were analyzed after analyzing the frequencies of each demographics the frequencies for each statement from the questionnaire were analyzed to know the maximum and minimum percentage of respondents for each statement. Eventually mean for each statement was examined to know the collective result for each statements to know the average for the responses. The data was deeply analyzed and interpreted by using SPSS software.

Table 2: Demographics of respondents

	Variables	frequency	percentage
Gender	male	64	55.7
	female	51	44.3
Age	20-29	42	36.5
	30-39	54	47.0
	40-49	13	11.3
	50-above	6	5.2
	Total	115	100.0
Qualification	graduate	23	20.0
	post graduate	76	66.1
	PHD	16	13.9
	Total	115	100.0
Occupation	Professor	12	10.4
	Associate professor	10	8.7
	Assistant Professor	17	14.8

Lecturer	76	66.1
Total	115	100.0

The above table. 2 provide description of the respondents from whom the data was gathered. Total number of respondents is 115. The sample includes 64 (55.7%) male while remaining 51 (44.3%) are female. In age group, most number of respondents were from age group 30-39 which are 54 (47%), 42(36%) were from age group 20-29, 13 (11.3%) were from 40-49 age group and 6(5.2%) were from 50 above age group. Now coming toward the qualification the most number of respondents were post graduate which are 76 (66.1%), 23 (20%) were graduated and only 16 (13.9%) were PHD. Occupation gives us the description that most of the respondents were lecturer which are 76(66.1%), 17(14.8%) are assistant professor, 12(10.4%) are professors and 10(8.7%) are associate professors.

Table 3: Overall Results

Statements	Minimum	Maximum	Mean	Std.
				Deviation
1. It is less desirable for women than men to have a job that requires responsibility.	1.00	7.00	3.7913	1.83291
2. Women have the objectivity required to evaluate business situations properly.	1.00	7.00	4.3304	1.50276
3. Challenging work is more important to men than it is to women.	1.00	7.00	3.8783	2.00940

4.	Men and women should be given equal opportunity for participation in management training programs	1.00	7.00	5.7913	1.65166
5.	Women have the capability to acquire the necessary skills to be successful managers.	1.00	7.00	5.6261	1.49538
6.	On the average, women managers are less capable of contributing to an organization's overall goals than are men.	1.00	7.00	3.5913	1.90058
7.	It is not acceptable for women to assume leadership roles as often as men.	1.00	7.00	3.3217	1.74491
8.	The business community should someday accept women in key managerial positions.	1.00	7.00	4.9739	1.85179
9.	Society should regard work by female managers as valuable as work by male managers.	1.00	7.00	5.2435	1.69411
10.	It is acceptable for women to compete with men for top executive positions.	1.00	7.00	5.0348	1.80608
11.	The possibility of maternity leave does not make women less desirable employees than men.	1.00	7.00	4.5391	1.85097
12.	Women would no more allow their emotions to influence their managerial behavior than would men	1.00	7.00	4.8000	1.76814
13.	To be a successful executive, a woman does not have to sacrifice some of her femininity.	1.00	7.00	4.2261	2.06500

14.	On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half time.	1.00	7.00	4.9652	1.85874
15.	Women are less capable of learning mathematical and mechanical skills than are men.	1.00	7.00	3.2000	1.75819
16.	Women are not ambitious enough to be successful in the business World	1.00	7.00	3.1130	1.95460
17.	Women cannot be assertive in business situations that demand it.	1.00	7.00	3.5739	1.55632
18.	Women possess the self-confidence required of a good leader	1.00	7.00	5.0261	1.57536
19.	Women are not competitive enough to be successful in the business world.	1.00	7.00	2.8609	1.74158
20.	Women cannot be aggressive in business situations that demand it.	1.00	7.00	3.5217	1.82261

The results on the basis of WAMS shows people are slightly disagree about women desirability to have a less job responsibility as compare to men, perceiving about importance of challenging work for men than women, the women capability in contributing with the organization's goal and assuming leadership role, women less capability of mathematical and mechanical skills as compared to men, women's less ambitious to the success at jobs, lacks confidence and aggression in business situations which the world demand it

The respondents were neutral towards the objectivity required by women to use it in business situations, acceptance of community to women in managerial posts. The maternity leaves of women making it less desirable to the jobs, women emotions affecting their jobs, sacrificing femininity and women who is a better mother who stay more at home for her children as compare to those who stay more outside home

Respondents are slightly agree about both men and women participation in management trainings, the capability of women in learning and acquiring successful managerial skills, Women competition with men for top executive positions, appreciating work of women manager as like men manager, the self-confidence needed for good leaders also possessed by women. The data shows that respondents are disagree with the women as not competitive at their jobs.

The overall results show the slightly positivity in the perception but with little negativity to accept women as an efficient, capable, aggressive, assertive, confident employee or manager or a leader. The population sample do not show stereotypical perception but there are some factors which people think are not a part of women personality.

Discussion

Literature highlighted that women should concentrate on the leadership, technical mechanical skills to capitalize in their skills as the present study also said that although women lack confidence as men have in their leadership roles. Concerning gender, the result of present study is consistent with international studies (Sapiro, 1986). These studies showed that people perceptions are changing since many decades towards women manager or women at higher position in an organization. The reason for the genders stereotyping is one of the factor such as religion. Pakistan is a Muslim country almost 95% of the population is Muslim. Islam has profound effects on Pakistani society and Islamic values can be seen at individual as well as at national level for example one will often find the gender segregation such as separate schools, colleges, and factories for male and female. Strict version of Islam was implemented on Pakistani society during the ruler-ship of military dictator General Ziaul Haqq in the period of 1980s. However, after his death, the policy of implementing Islam was reverted. Currently, the effect of Islam is reducing on Pakistani society as it is taking more influence from Western and Indian culture. Some of the results such as were contradictory to the literature for example a study conducted in Greece found differences in attitudes toward women as managers based on the interaction with women manager (Mihaail, 2006). Current study's results show that perception did not change significantly based on the experience of working under the female manager or women as current supervisor. Overall, our results acknowledge that some barriers exist for female manager but women are still making progress and reaching to the higher level positions in organizations. As far as the attitudinal or behavioral problems are concerned, these barriers are quite reduced. These results need to be viewed in the context as the government, civil societies, and organizations are struggling for decades to give more acceptance and equality to the female. The constitution of Pakistan (1973) gives equal rights to women and also instructs the government to make special provisions for the protection of women and children. The government has taken several steps for empowering women politically, economically. Example of such steps includes creation of several women specific institutions such as separate Ministry for Women Development at federal level, women development bank, all women police stations, and all women post offices. Moreover, specific quota is also set for women seats in national and provisional parliaments which give women greater legislative power. Several bills are passed at national and provisional assemblies to give greater protection and rights to women. Currently, women can be seen as actively involved in Pakistani politics for example Maryam Nawaz who is the daughter of a famous politician and current Prime Minister Nawaz Sharif is considered as a role model for younger female in Pakistan. As far as religious effects are concerned, Islam gives equal rights to women and orders its followers to give respect and be polite to women. Pakistani media is also playing its role as it is continuously making efforts to educate people about women rights. Several NGOs are also working on women rights and making efforts to educate and empower women. As a result of all these steps and persistent efforts from women, now women can be seen in many fields which were previously considered reserved for men. For example, women can be seen as host in political talk shows, Dean or Head of different Department in universities,

Engineers in various industries, commandos in Army and so on. Overall it can be said that women in Pakistan are certainly gaining acceptance in different fields including management and at higher level positions.

Conclusion

The result shows that women in education sector of Peshawar are facing barriers in their managerial post especially in their top positions. People showing negative attitude towards as well behavior towards female at employment stage this behavior and attitude depicts the perception of people. The result conclude people perception depicts women working as manager or on top position but it also conclude that women lack the capabilities, skills for the leadership roles and mathematical and technical competencies. But there are some positive answers to the women advancement but people do not agree with taking both male and female equally in the working field. Women still face the barriers in working in offices as a lecturer or professor.

With many barriers in the working field women are now considered effective for the business and working fields. People are moving towards the modernism accepting women as a successful working person, part of an organization. People perception shows acceptance of women hard work and women rights to be taken at the successful leadership position and agree with the women. The capability of men to face challenges is also considered in favor of women capabilities. In the past people's stereotypical perception affected women career to the great extent but now with the advancement in every field shows that up to some extent women are now percept as equal with men. The typical stereotypical perception is now diminishing slowly. However, we cannot say that the stereotypical gender biased perception is completely come to an end it is still found in many places many working fields specially higher top management positions, leadership positions. This perception gives rise to behaviors and attitude towards the women who work outside home.

The findings of this study can be applied for females who pursue their careers in management as well as for the organizations. Women who are stepping to professional career must be aware of the barriers which are stubble and can affect theirs professions. Female should pursue proper guidance, grooming skill for personality, support and open opportunities in challenging work which they find in different fields and for progress of their careers specially including managerial one. Women should play as a role model and give guidance and support to upcoming women in the work place related to gender biases barriers.

The responsibility of HR department is to manage and developing employee's job; therefore, HR should make policies regarding recruitment, training and career management without gender stereotyping approach. Women potential should be understand by top management of the organizations. Failing to including women at different level of managers may decrease organizations efficiency and competitiveness. Active steps must be taken by top management in organizations to remove barriers and make working environment favorable for female manager. As the finding of study shows positive perception of people about male and female equality in the workplace therefore, the HR department and organization should face less hesitation to give female equal opportunities in the work places.

The government should focus on women participation and career development because half of the population is women, with the women development society can be developed by equal participation of women. Government should take steps for women's development in terms of policies, laws and civil acts.

These policies should be made for women empowerment and equality of work place and must focus on the harassment issues for the women and make strict rules in case of not following these acts. Enforcing the existing laws for women empowerment should be evaluated properly. Perception of people can be greatly influenced by media and religious leaders in this society. By changing perception of people can change behavior and attitudes and can eliminate gender discrimination.

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