

**Gender, Gender Role Stereotypes and Attitude Towards Women
Managers: A Comparison Study on Belize and Taiwan**

By

Delmi Yojana Cornelio

A Thesis Submitted to the
Graduate Faculty in Partial Fulfillment of the
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Major: International Human Resource Development

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Taipei, Taiwan

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ABSTRACT

Although women have been taking up space in society, there is still a huge underrepresentation in managerial positions, which for decades have been considered male dominated roles. The lack of participation of women in management positions has been attributed to gender role stereotypes, individual's gender and nationality. This study aimed to investigate the influence of gender and gender role stereotypes on individual's attitude towards women managers in Taiwan and Belize, by adopting Women as Managers Scale (WAMS) and Gender Role Stereotypes Scale (GRSS). Data was collected from a total sample size of 320 participants from both Belize and Taiwan using a cross sectional research design. The results of this quantitative study confirmed that women from both countries have a more favorable attitude towards women managers as compared to men from both countries. In addition, findings indicated that Belizeans' perceptions of women managers are highly influenced by gender role stereotypes but such trend is not reflected in the data provided by Taiwanese respondents. The overall results led to the discussion of several practical implications for stakeholders in education and Human Resource Departments within organizations, aiming on reducing negative stereotypes associated with women. Findings are also valuable addition to the limited gender-related literature available in Belize and Central America. Hence, suggestions for future research directions are provided.

Keywords: gender, attitude, women managers, gender role stereotype, nationality

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CHAPTER I INTRODUCTION

Chapter I provides a general description of the research topic and its importance, while providing literature regarding the relationship among the variables in this study. It also provides a summary of the current situation of women in management in both Taiwan and Belize. This chapter is divided into seven sections: introduction to the background, statement of the problem, purposes, questions, significance and delimitations of the study, and definition of key terms.

Background of the Study

In recent years the world has seen an increase in the percentage of women participation in labor force, politics and society in general, however, there is still a huge underrepresentation of females in what are traditionally considered, male dominated roles (Heilman, 2012). For decades, men are labeled by society as possessing the most suited traits to hold managerial roles (Guney et al., 2006). Although, there is research evidence highlighting strong qualities women managers possess, which add to the success of any organization (Budhwar et al., 2005), there are gender role stereotypes responsible for the current underrepresentation of women in managerial and leadership roles in many countries (Cundiff & Vescio, 2016). Executive and managerial roles are perceived and categorized as being masculine roles at the workplace as a result of gender role stereotypes. These stereotypes have affected women tremendously as job fit traits for managerial roles are rather associated to men (Gaucher et al., 2011).

Gender role stereotypes provide a generalization of characteristics and qualities, men and women should possess and how their role in society may differ from each other. Although the stereotypical attributes given to women are negatively affecting their presence in managerial positions, this does not apply in every situation (Heilman, 2012). Research shows that certain characteristics attributed to women are rather highly valued by society (Eagly & Mladinic, 1989; Eagly et al., 1991). These highly valued characteristics are: prioritizing family and being emotional; however, regardless of these gender stereotypes being appreciated by society (Owen & Todor 1993; Arikan, 1997) those are same characteristics negatively affecting the perception of women in the work place, particularly at managerial positions as these traits are not observed to be masculine enough for holding leadership roles (Eagly et al., 1991). The following question arises after

analyzing the data supporting gender stereotype as an important factor contributing to the underrepresentation on women at the workplace and politics; Is there a different perception of women in managerial positions developed countries and those countries in developing stage?

Previous research supports the relationship between the percentage of women representation at the national legislature and the development of a country. Research shows that there is a higher representation of women at the legislative body in developed countries compare to the percentage in developing countries (Matland, 1998). Two of the reasons attributed to a higher representation of women at the legislative body are; firstly, as a country experiences higher levels of development, women are given more opportunities to be integrated in many areas of society (Burns et al., 2001) and secondly, the development of a country weakens traditional views and stereotypical attributes given to women in society (Matland, 1998). Looking at the political history of Taiwan a developed country and Belize a developing country, one can observed interesting data that might support the hypothesis in which the level of a country's development is positively correlated to the perception of women leaders.

Belize gained its independence in 1981 under the leadership of then Prime Minister, George Cadle Price. Ever since, the citizens of Belize have only elected male Prime Minister with most ministries being led by a male figure. In addition, every general election has shown a low representation of women running for ministerial portfolios (Election & Boundaries Department, 2020). On November 11th, 2020 Belize saw a historic national election to choose a new government for the following five years. Election and Boundaries department (2020) reported on its official website that there was an 81.86% voter turnout, the highest for the past 12 years. Interestingly enough seventy-seven men were running for Area representative compared to only thirteen women running for the same position, making it a 16% of women representation in the 2020 general election. After results were tallied only three out of the thirteen women were elected as representatives of their respective area and only one of the three received a Ministerial portfolio from the newly elected Prime Minister. Based on these results the following questions arise; Does the underrepresentation of women in Belize's recent general elections reflects the citizens distrust towards women leaders? Is Belize experiencing the same underrepresentation of women in top executive and managerial positions?

A report from the International Labour Organization (2018) shows that the gap distribution of men and women occupying leadership positions across the Caribbean is relatively large. The

report shows that 73% CEOs are men while only 25% are women, 75% of Board members are men while 25% are women and Board Chairs comprise of 82% men and just 18% women. Although this report mentions that the gap is being reduced in recent years, Belize's contribution to these figures is very low as it is highlighted to have the fourth lowest share of women top executives among all other Caribbean countries. These results add to the existing data confirming the underrepresentation of women in both politics and business top positions. In fact, women in Belize generally hold secretarial positions or are likely to be teachers or nurses (Ministry of Human Development, 2004).

In contrast, Taiwan's representation of women at the political and managerial level is increasing each year. In 2016, Taiwan elected their first female president Tsai Ing-wen and early in 2020 President Tsai was re-elected to serve a second term in office (Office of the President Republic of China [Taiwan], 2020). Electing a female president is already a huge step ahead for Taiwanese women as they are represented at the highest governmental seat. Every year the presence of Taiwanese women in politics is more notable and historic. Currently, Taiwan holds the highest number of women lawmakers in the continent of Asia with an impressive 41.59% (Department of Gender Equality of the Executive Yuan, 2020).

Another notable milestone for women in Taiwan has been the increase in women participation in Taiwan's labor force which is in part attributed to the introduction and approval of the Gender Equality in Employment Law in 2001 (Chou et al., 2005) under which women in Taiwan are to be provided with better working conditions and opportunities. In Taiwan, women are now taking up space at the work place and these changes are reflected in the current country's data. Around 43% of business in Taiwan have a woman in a supervisory position (Taipei Times, 2020). Another great contributor to the increase in the presence of women in Taiwanese labor force is the rapid economic development which is said to be the reason behind the increase of women obtaining higher educational levels (Taiwan Women Web, 1998).

Based on the above literature discussion, the level of development of a country could be an explanation for the underrepresentation of women in developing countries. The same reason could be the explanation for the increasing participation in developed countries in recent years. Lack of participation of women in top executive positions could also be explained by gender role stereotypes which can influence individual's perception of women performance differently according to the countries level of development.

Statement of the Problem

According to research it is of no surprise that women are being underrepresented at top executive positions (Morgan & Pritchard, 2019). As previously discussed, data strongly suggests that this is a common issue in the country of Belize. The lack of women participation in politics, labor force and managerial roles is of great interest for this study as this issue could potentially be linked to the Belize's high rate of women giving birth at a very young age and women being economically dependent on men (Ministry of Human Development, 2004). Currently, there is no published research article in or about Belize to identify the potential reasons behind the underrepresentation of female in both politics and managerial positions in Belize. By collecting data from Taiwan, a developed country and Belize a developing country this empirical study aims to first, investigate whether an individual's gender influences their attitude towards women managers and secondly, whether coming from a developing or developed country also has an influence in individual's perception of women managers

Budhwar et al., (2005) highlight women's traits such as; better delegation authority, customer service oriented, high scores on integrity and honesty which are important characteristics to become successful managers. However, many researchers have placed high importance in studying gender role stereotype as it is seen as one of the factors leading to women underrepresentation in politics and top executive positions. These stereotypes negatively affect women because they are perceived to be lacking the masculine traits associated to successful managers (Cundiff & Vescio, 2016; Gaucher et al., 2011). There is little to no research providing data on how gender role stereotypes are influencing the perception of women leaders in Belize and Taiwan. Understanding individual's perception of women managers and how gender role stereotypes may influence this perception is of great importance for the researcher. The findings not only shed light to the current situation in both Taiwan and Belize but also facilitates recommendations to improve current data and encourage more women presence, particularly in Belize where numbers are unfavorable for women in top managerial positions.

Purposes of the Study

This empirical study aims to investigate the relationship between individual's gender and their attitude towards women managers and whether such relationship is moderated by nationality. In addition, this study also aims to analyze gender role stereotypes and its influence on individual's

perception on women managers. After the completion of this study, the researcher intends to fulfill the following six purposes: First, this study seeks to identify whether or not there is a difference between Taiwanese women and men's attitude towards women managers. Second, this study aims to investigate whether or not there is a difference between Belizean women and men's attitude towards women managers. Third, the researcher hopes to collect the necessary data to better understand if there is a difference between Taiwanese and Belizean women's attitudes towards women managers. Fourth, the study will provide information to examine whether or not there is a difference between Taiwanese and Belizean men's attitude towards women managers. In addition, the fifth purpose of this research is to identify whether gender role stereotype influences Taiwanese men and women's attitude towards women managers. Finally, the sixth objective is to investigate whether gender role stereotype influence Belizean men and women's attitude towards women managers.

Questions of the Study

This goal of this study is to comprehend the relationship between individual's gender and their attitude towards female managers and how nationality and gender role stereotype mediates such correlation. The following questions were developed.

1. Is there a difference between Taiwanese women and men's attitude towards women managers?
2. Is there a difference between Belizean women and men's attitude towards women managers?
3. Is there a difference between Taiwanese and Belizean women's attitudes towards women managers?
4. Is there is a difference between Taiwanese and Belizean men's attitude towards women managers?
5. Does gender role stereotype influence Taiwanese men and women's attitude towards women managers?
6. Does gender role stereotype influence Belizean Men and women's attitude towards women managers.

Significance of the Study

The result of this study will contribute to the already extensive literature regarding gender role stereotypes. Most importantly, this study will contribute to the lack of research been done in Belize on related topics, particularly on how individuals view women in leadership positions. The findings will either support or dismissed the hypothesis that gender role stereotypes and lack of development are indeed causes for the underrepresentation of women in important roles in society. The findings will help us to monitor Belize's current situation and thereafter provide viable solutions to reduce gender role stereotypes.

Although gender role stereotype is not a new topic being researched there is still little research been done in Taiwan regarding its impact on women in managerial positions. The results of this study will certainly be beneficial to Taiwan's literature as it will bring to light the modern perception of individuals regarding women in leadership positions in an already developed nation. In addition, recently there has been limited research that supports the fact that women participations have a lot to do with the level of development a country is experiencing. This research aims to address the above research gaps and enrich the current understanding of the literature.



Delimitations

This section provides a description of the boundaries set in this study. The scope of this study is limited to the following:

1. This empirical study is delimited to responses provided by the females and males with previous working experience from Belize and Taiwan only.
2. This study uses survey approach with closed-ended questions to collect data, therefore it is delimited to quantitative research.
3. This study is delimited to only examining four variables, gender, nationality, gender role stereotype and attitude towards female managers.
4. This cross- sectional study is delimited to persons with current working experience.

Definition of Key Terms

Gender

Gender is the term given to roles, traits and expected behaviors attributed to sex (biological status for women and men) forged by society and highly influenced by one's culture. While gender also includes other identity labels this study focuses on the dichotomy between male and female only. This study follows the term "gender" defined by Newman (2002).

Gender Role Stereotype

Gender role stereotypes are defined as the traits and behaviors associated to both genders when performing different roles in society (Mills et al., 2012). Gender role stereotype is the term given to the generalization of what men and women's characteristics and qualities should be and how these differ from each other (Heilman, 2012). This study follows the term "Gender stereotype" defined by Mills et al. (2012).

Attitude

Attitude is the term used to define the action of evaluating people, objects or situations, regardless if these evaluations negative or positive (Guney, et al., 2006). Existent stereotypes influence the attitude of both women and men toward women managers. Women managers are not totally accepted by their coworkers and employees as they are not perceived to have the skills to be a successful leader (Javalgi et al., 2011). This study follows the statement "attitude toward women manager" provided by Javalgi et al. (2011).

Nationality

Nationality can be defined as the legal relationship between a person and a country This study uses the definition of the First European Conference on Nationality (The Council of Europe, 2000). This definition applies to nationals of Belize and Taiwan as they are the sample target of this study.

CHAPTER II LITERATURE REVIEW

The researcher aims to provide valuable literature on four variables relevant to the study; gender, attitude towards women managers, gender stereotypes and nationality (Belize and Taiwan). Each of the variables are explained thoroughly while providing the relevant linkage among them. The literature provides justification for the hypotheses to be tested throughout the study.

Women in Belize

The Statistical Institute of Belize (2020) reports that as of September 2020, the estimate number of Belizean males is 210,754 and women is 210,709. In short, women make up a 49.9% of Belize's population. Despite making up almost half of Belize's population, the representation of women at the legislature, labor force and managerial positions is low compared to male representation. For decades women in Belize have fought to achieve gender equality, as history registers the first movement led by the Black Cross Nurses around 1920s, which brought to health issues. Between 1930s to 1960s Belizean women also led passive strikes to demand higher wages (Shoman, 2000). The current situation of women in Belize shows progress, especially in areas such as family planning and domestic violence but there is so much to improve.

Following Belize's general election in November 2020 the Government of Belize Post Office on behalf of the Office of the Prime Minister released the names of individuals appointed to the new cabinet. The new cabinet comprises of 17 Ministers, one Attorney General and seven Ministers of State. Out of all 25 new cabinet members appointed, only two of them are women (Attorney General and Minister of Human Development, Families & Indigenous Peoples' Affairs). Overall, there is a 12.5% of women representation at the parliamentary system (Belize Press Office, 2020).

Looking at women in the workforce the Statistical Institute of Belize (2019) presented interesting data regarding employment and unemployment in Belize on their Labour Report survey released on September 2019. The report shows that from April 2019 to September 2019 the country experienced an overall increase of employed persons with a large number being women entering the work force. The report presents an increase in women participation from 40% in April to a 42.2% in September of the same year. However, as of September 2020 women participation

slightly increased to a 42.4% despite the challenges faced during the COVID19 pandemic. Although the employment rate for women has shown a positive progress, there is limited information regarding the level of jobs and pay scale. Regarding unemployment in Belize the Statistical Institute of Belize provides yearly data that illustrates the negative or positive changes in unemployment rates. The numbers of unemployed persons increased from 13,658 in April to 19,849 in September. When analyzing the distribution of these number, women have suffered a drastic increase in unemployment rate from 11.2 to 15.7 percent compared to men, experiencing a minor increase in employment rate from 5.2 to 6.6 percentage Statistical Institute of Belize (2019). In more recent data presented from the Statistical Institute of Belize (2020), reports shows that as of September 2020 that approximately 23,175 persons were unemployed with females making 49% of the total number. Although the unemployment gap among women and men has now been reduced from 17% (women) versus 11.6% (men), there is a lot to be done to achieve gender equality as women are greatly affected. Additionally, only 8.8% of women over 15 years old currently living below the poverty line are being employed, according to the United Nations Women Count Report (UN Women, 2021).

Regarding women in positions of power, particularly in management, Table 2.1 provides information regarding the share of women at the top management in the Caribbean region, including Belize. Those numbers are compared to the regions' average share.

Table 2.1 shows that at all management levels in Belize, the presence of women is below the region's median which is 30 for junior, middle and senior manager while 10 is for top executive roles (International Labour Office, 2018). Although, Belize does not show the lowest rate among all Caribbean countries it is still behind, occupying the 4th lowest rate for female representation at managerial and executive positions. In order to promote an environment in which both genders can have participation and equal opportunities, The National Women's Commission (2013) revised its National Gender Policy. In terms of education the policy aims to "enhance and support national efforts towards human-centered development in which women and men participate fully and from which they benefit equally" (National Women's Commission p. 11, 2013)

Table 2.1*Distribution of Women in Management in Caribbean Countries, 2017*

Country	Junior Management	Middle Management	Senior Management	Top executive
Antigua and Barbuda	37	38	45	25
Bahamas	45	25	25	10
Barbados	25	23	20	2
Belize	21	20	27	6
Dominica	2	23	50	13
Grenada	32	50	40	20
Guyana	28	25	26	20
Jamaica	50	50	40	33
Saint Kitts and Nevis	14	4	0	0
Saint Lucia	28	25	32	18
Saint Vincent and the Grenadines	24	17	11	4
Suriname	30	30	25	10
Trinidad and Tobago	37	50	33	20
Subregional Median	30	30	30	10

Note. Adapted from “Women in Business and Management: Gaining Momentum in the Caribbean,” by International Labour Organization, 2018, *International Labour Office*, (1), p. 18. Copyright 2018 by International Labour Organization.

Women in Taiwan

As of October 2020, the total number of females and males in Taiwan are 11,888,683 and 11,677,788 respectively with women making a 50.4% of Taiwan's population (National Statistics Republic of China Taiwan, 2020). In recent years the importance of women participation has increased tremendously in Taiwanese society (Chou et al., 2005). Women representation in politics is highly notable as they are currently being led by a female President. Since 2016 President Tsai Ing-wen has been the president of Taiwan and continues to be after a recent re-election in 2020 to serve a second term in office (Office of the President Republic of China Taiwan, 2020). Women presence at the legislature is also prevalent in Taiwan as they currently represent a 41.59 percentage of lawmakers, the highest in the continent of Asia (Taipei Times, 2020) and it is imperative to add that these numbers have continuously been positive for Taiwan in recent years. In 2016, BBC News reported that as of early that year Taiwan had already surpassed all countries in Asia holding a 38% of women in their legislature (Sui, 2016). The increase of women in positions of power could be attributed to the drastic changes Taiwan has experience politically and economically, which has contributed to more freedom and acceptance from society in order to meet the demands of their blooming development (Chiang, 1998).

Regarding women participation in labor force, as of 2019 Taiwan registered a 51.4% of female workers and 67.3% males (National Statistics, Republic of China Taiwan, 2020). In addition, the number of women occupying positions of power is very significant as 43% of business in Taiwan have a female in a supervisory position (Taipei Times, 2020). In terms of support of women to increase their involvement at all level of the education system, Taiwan introduced a 38 article, Gender Equity Education Act on June 2004 aiming optimize the efforts to achieve gender equality through education (Laws & Regulations Database of The Republic of China, 2018).

Regardless of the increase of opportunities for women in the education system and more representation of women in politics and managerial positions as presented above, women in Taiwan are still experiencing discriminatory acts, especially when talking about salary distribution. Research shows that salaries for females in Taiwan are lower compare to the salaries received by males for the same type of job (Bowen, 2003). The issue of unequal earnings experienced by Taiwanese women was also brought by Wu et al. (2000) stating that even after the progress women had achieved in society and labor force in Taiwan there is still unfairness of income distribution.

However, the inequality in salary has been an issue that is not only faced by women Taiwan but around the world as observed by Reszke (1990).

Underrepresentation of Women in Management

The following list of strengths display by women managers emphasizes the importance of having women in managerial positions (Budhwar et al., 2005):

1. Women are more sensitive to the bonds they share with others. They show greater consideration and thoughtfulness for other individuals' situations.
2. Women are more likely to build connections with their peers.
3. Women have the have a great sense of understanding as well very aware of their surrounding and observing different circumstances.
4. Women show higher level of devotion, perseverance and are most likely to be long term employees. Female managers are likely to remain at the company for more than two years compare to their male counterpart.
5. Women are great at multi-tasking; therefore, they are able to complete different duties assigned to them.
6. Women are able to effectively handle complicated circumstances that may arise at the work place.
7. Women are more likely to highly interact with their peers and subordinates. They are also willing to share "information and power" .
8. Women are able to treat everyone similarly regardless of their gender.
9. Women are more inclusive of others' suggestions, which empowers employees.

Additionally, literature supports the association between a high proportion of women employees and the increase in profits (Hellerstein et al, 2002). Regardless of the positive contributions that women managers bring to an organization as mentioned previously by Budhwar et al. (2005) a lot of people are of the perception that women do not possess the necessary abilities and competences needed to be a capable and successful manager which negatively affects their opportunities to experience a career advancement, particularly when aiming to attain a leadership role whether in sport, politics or executive roles in private and public business. Women aiming to enter the workforce are being affected in three key areas; getting hired, the payment scale and

promotion to top executive positions (Reszke, 1990). Underrepresentation of women is also very much prominent in leadership positions in sports-related working environment as women's performance in such field is not perceived to be up to par with the required standards (Sartore & Cunningham, 2007). When talking about women in politics, the underrepresentation of women is notorious as some researches argue that discrimination is one of the major reasons why women are not well represented in election (Fox, 2013). Kittilson and Fridkin (2008) argued that women running for government offices capture less attention from the media as compare to their male counterparts and this affects the possibility of women winning the election.

Globally, the representation of women in top executive positions is slightly progressing but the numbers are still very low compare to male representatives. The United Nations (2020) under The World's Women 2020 Trends and Statistics report provides data to support the underrepresentation of women in managerial positions globally. According to the statistics presented by the United Nations, women occupy only 37 of 500 CEOs seats reported from the top 500 corporations in the world. After seeing these figures, the question arises: Why are women still underrepresented in such a modern society? Khandelwal (2002) reported that men are perceived to be better at making decision withing the organization and they are also view as better prospects for managerial positions while females are considered to be too soft and better fitted for running fashion and beauty-related companies. Another study aimed to investigate how performance evaluations of male and females are conducted and how these evaluations are highly influenced by the evaluator's perception of male and females' capabilities and it revealed that female employees received lower score on their performance evaluation compare to their male colleagues when evaluations were performed by male subordinates (Duignan & Iaquinto, 2005).

Literature provided on current situation in Taiwan and Belize and data on global women representation suggest that although there has been a slight improvement there is still so much to be done to achieve gender equality. Understanding the reasons behind women underrepresentation in various aspects of society is essential for practitioners and policy makers of both nations to devise strategies which will address such issues. This study proposed three factors; gender, gender role stereotypes and nationality that potentially explain the reason behind people having different perception of women managers versus male managers.

Gender and Attitude Towards Women Managers

Attitude has been a research topic of interest for many scholars, particularly its relationship to one's gender. Attitude is the term used to define the action of evaluating people, objects or situations, regardless of their negative or positive impact on individuals (Guney et al., 2006). Franzoi (2000) went farther by calling prejudice to the negative attitude displayed towards a minority or particular group. But how is attitude associated gender in this research? Research has shown that the gender (female or male) of a person has a great influence and impacts the individual's attitude towards female managers. Everett et al., (1996), conducted a study on MBA students to identify whether or not male and females have a different perception of women managers. This study found that male students displayed negative attitudes towards women managers while the female students demonstrated a more positive attitude to the idea of a women manager. Sakalli-Ugurlu and Beydogan (2002) conducted a similar study with Turkish college's students, again to analyze the difference in perception between female and male students regarding women managers. Results showed that female participants displayed a more positive attitude towards women managers than male students did.

Liu and Wilson (2001) conducted interviews and group discussions with assembled women participating in a vocational training program in London to identify what are the most prominent issues stopping women from career development. Results showed that all participants concurred that gender is a strong contributor towards the stagnant of women's career advancement at the workplace, mainly because they are still operating in a men's dominated environment. Adding to the existing research, Mihail (2006) conducted a study to investigate student's attitudes towards women managers in Greece with gender being one of the variables. Results brought to light that gender plays a critical role in shaping the different perceptions of male and female students towards women managers as findings showed that male students had a more negative perception of women managers compared to female students. Javalgi et al., (2011) surveyed 636 undergraduate students from universities in China, Chile and the USA and found that male students from China demonstrate a less positive perception of women managers than male students from Chile and USA; however, when comparing to the female participants, female in all three countries had a better perception of women managers compared to male respondents.

Literature supports the ideology that women are perceived as mostly caregiver. Couch and Sigler (2001) surveyed 225 students to find out their perception on 105 professions and whether

these occupations were seen as masculine or feminine according to their judgement. Findings indicated that most careers presented were perceived as masculine, particularly those top-level professions with high decision-making power. In contrast, the very few professions considered to be feminine were those requiring a caregiver or community-oriented personality. In term of preferences towards male or female subordinates or managers Ng and Pine (2003) evenly distributed 200 questionnaires to male and females in 75 hotels in Hong Kong to study the perception on gender and career advancements for females. The results showed that both females and males have preference for male supervisors with men showing a higher preference as compared to females. Additionally, results revealed that male manager manifested a higher preference for male employees.

Adding to the literature already available on attitude towards female managers, Balgiu (2013) conducted a survey with a sample size of 293 participants of which 46 were employees while 247 were students. The purpose of the study was to investigate the difference between female and male employees and non-employees in relation to their attitude towards women managers using gender as the independent variable. Results showed that males both employees and students demonstrated a less positive attitude towards having a woman as a manager than both female employees and student did.

Based on literature presented in the above discussion which supports the relationship between gender and attitude towards women managers the following hypothesis will be tested:

H1: There is a difference between Taiwanese women and men's attitude towards women managers

H2: There is a difference between Belizean women and men's attitude towards women managers

Nationality as a Moderator Between Gender and Attitude Towards Women Managers

A predominant fact that is of no surprise around researchers is that gender inequality exists in almost every country around the world (World Bank, 2011) While gender is a key predictor which influences individual's perception of either male or female managers, other studies also support level of development of a country as a next phenomenon influencing the way individuals view male and female managers causing the underrepresentation of women at the legislative level

(Matland, 1998). Iversen and Rosenbluth (2008) adds that women in developing countries have limited opportunities to attain higher education therefore end up in low paid jobs while in developed countries both men and women are given similar opportunities to further their education which increases the probability of both genders sharing top executives' roles.

Stockemer (2014) compares affluent to low-paid nations and attributes the difference in woman representation to factors in their society. Low paid nations experience a high importance to traditions and culture. Research adds that women in politics may face more difficulties in gaining a position of power in countries where traditions and culture are highly valued (Paxton & Kunovich, 2003). Inglehart and Welzel (2006) argues that industrialized nations provide better environment for women to take part in politics and are more involved in decision making.

Therefore, based on current situation in both Belize and Taiwan, literature available and research findings presented above, this study posits that nationality might be a possible factor that cause men and women in both Belize and Taiwan to hold a different attitude towards women managers. The following two hypotheses are thus developed:

H3: There is a difference between Taiwanese and Belizean women's attitudes towards women managers

H4: There is a difference between Taiwanese and Belizean men's attitude towards women managers

Gender Role Stereotypes

Although the representation of women in society is becoming more notable, gender inequality is still a relevant issue. Gender inequality and underrepresentation is highly attributed to gender role stereotypes which remain a significant factor influencing the role that men and women are to play within their communities and society in general. From the time of birth, women and men are given attributes and characteristics according to the societal behaviors and attitudes expected from both genders. These gender stereotypes assigned by society to male and females are developed from a very young age and developed according to individual's environment be it community or family values or culture (Mihalcova et al., 2015). Gender role stereotype is the term given to the generalization of characteristics and behaviors considered acceptable and normal from men and women within a society (Heilman, 2012).

Gender role stereotypes have been on the loop of researchers for decades and some have explained this phenomenon as the actions in which particular attributes are directly linked women and men and what their role within in society should be like (Diekmann & Eagly, 2000). Stereotypes has been a key influencing factor for individuals to perceive strong differences between both females and males which has not seen a significant change over time. Haines et al., (2016) compared data available since 1980s and made a comparison to data gathered in 2014. The study highlights that despite the increase in acceptance of women and men participating in non-traditional gender roles, both genders are still perceived to have a set of characteristics that set them apart from each other. Gender stereotypes are consistent across nations and cultures. Williams and Best (1990) conducted a study with participants from over 20 nations with the intention to study gender stereotype. Participants were asked to associated different adjectives to either women or men. Williams and Best (1990) identified patterns among all participants as most agreed that company or decision-making related adjectives were associated with men while community related adjectives were associated with women.

Gender stereotypes negatively affects the presence of women in labor, particularly because many of the gender stereotypes associated to women influence individuals to think that women's characteristics does not match the attributes required to hold what is perceived as masculine job roles (Heilman, 2001). Looking at the traits that are specifically attributed to a good leader Cann and Siegfried (1990) mentioned two behaviors; "consideration" and "structuring" associated to good leadership (p. 414). Cann and Siegfried (1990) also study the behavior toward both consideration and structuring behaviors and asked participants to rate them by using a feminine versus masculine approach. Results indicated that implementing procedures and supervising activities such as structuring are perceived to be masculine. Describing behaviors as masculine puts men at an advantage when competition for managerial positions as they are perceived to possess traits that most suit managerial roles, which clearly proves that a lot of individuals view women managers negatively as a result of stereotypes (Guney et al., 2006)

Following the results on gender stereotypes, Table 2 presents a list of myths that negatively affect women at the work place or career advancement (Crampton & Mishra, 1999)

Table 2.2

Myths Applied to Women in Business

1	Women switch jobs more frequently than men. Though not statistically proven, a legitimate reason is the fact that people move to another job when they are no longer challenged or given an opportunity for advancement.
2	Women take jobs away from the family breadwinner. Viewing the male as the primary breadwinner is no longer the rule. Single, widowed, and divorced women are also the main bread winners.
3	Women would not work if economic reasons did not force them into the labor market
4	Training of women is wasteful when they leave work for marriage or children. This attitude appears to be more of a scapegoat reason than a valid reason to discriminate. Men leave a company after training at a comparable rate with women
5	Neither men nor women prefer to work for a woman
6	Women fall apart in a crisis.
7	Women are too concerned with the social aspects of their job and cannot be trusted with important matters.
8	Women are more concerned than men about working conditions. This attitude, though thought of as negative, is theoretically of benefit to a work environment and can promote motivation.
9	Women do not require their jobs to be as self-actualizing as men require of their jobs
10	Women are less concerned with getting ahead, about success, and about power. These attitudes are changing as women become more educated and look at their work as an important part of their being.
11	Women cannot take executive jobs because they must be available to move with their executive husbands.
12	Women are not willing to travel extensively for a company.

Note. Adapted from “Women in Management”, by Suzanne M. Crampton and Jitendra M. Mishra, 1999, *Public Personnel Management*, 28(1), pp. 88-106. Copyright 1999 by Public Personnel Management.

Crampton and Mishra (1999) emphasize that a lot of the above-mentioned perceptions of women in the professional atmosphere are still negatively impacting their career and they must be prepared to face and overcome them; important to note, there are women that have overcome these obstacles. But what is the end results if women overcome the adversities of gender role stereotypes? Heilman (2012) discussed this issue and provided three negative implications resulting from overcoming traditional gender stereotypes; First, when women decide to behave in a way contrary to what is considered an acceptable feminine behavior, they are often punished for what others would consider wrongdoings. Second, when women decide to compete for a masculine job vacancy, they are perceived as lacking the abilities perceived to be required to successfully complete the required task for said position. Lastly, women overcoming obstacles and succeeding at the work are not easily accepted.

Starting from a job interview, research has shown that women receive lower assessment than their male counterparts (Arvey, 1979) therefore, examining how gender role stereotypes influences the attitude towards women is essential, particularly on women managers. After reviewing literature, the research aims to understand whether both men and women from Taiwan; a developed country, and Belize; a developing country, are influenced differently in regards to their attitude toward women managers; therefore, the following hypothesis are proposed:

H5: Gender role stereotype influences Taiwanese men and women's attitude towards women managers

H6: Gender role stereotype influences Belizean men and women's attitude towards women manage

CHAPTER III METHODOLOGY

Chapter three provides a detailed explanation of the research methodology required to test the hypothesis and achieve the goals of this study. This chapters gives a breakdown of key areas such as: research framework, research procedures, research sample, data collection, the measurement instruments, pilot test, main study test and data analysis.

Research Framework

After analyzing existing literature explaining the relationship of this study's proposed variables, this research will be guided using the framework highlighted in Figure 3.1. The below framework shows the relationship between gender and attitude towards women managers, moderated by nationality. In addition, this study investigates the relationship between gender stereotype and attitude towards women managers. The study will investigate both gender and gender stereotypes as independent variables and attitude towards women managers as a dependent variable. As mentioned previously, the research will study the moderating role of nationality to explain the relationship between gender and attitude toward women managers.

The research proposed the below hypothesis to test the variables and the correlations among them.

H1: There is a difference between Taiwanese women and men's attitude towards women managers

H2: There is a difference between Belizean women and men's attitude towards women managers

H3: There is a difference between Taiwanese and Belizean women's attitudes towards women managers

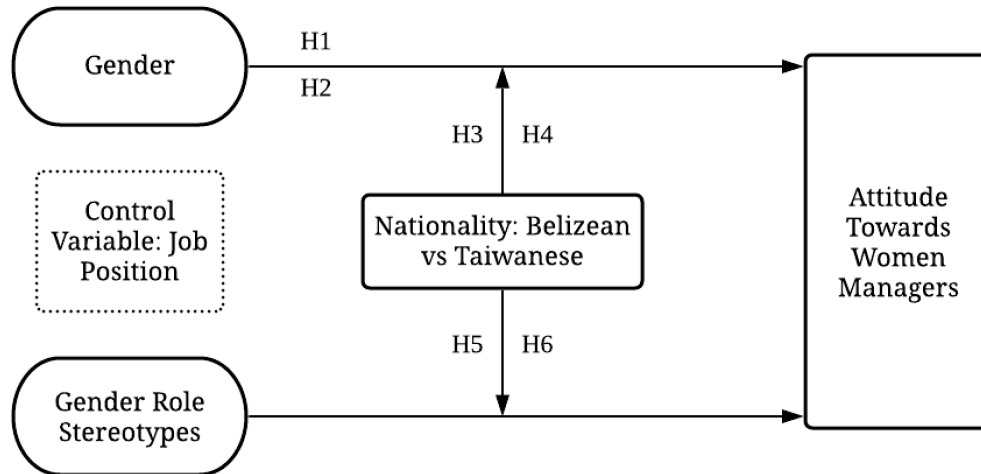
H4: There is a difference between Taiwanese and Belizean men's attitude towards women managers

H5: Gender role stereotype influences Taiwanese men and women's attitude towards women managers

H6: Gender role stereotype influences Belizean men and women's attitude towards women manager.

Figure 3.1

Research Framework



Research Procedure

For this study the researcher provided a general description of the step-by-step procedure required to complete the research. All steps for this research are summarized in Figure 3.2 and it served as a guide that assisted in completing the research in a systematic and organized way.

Statement of Research Problem

The researcher’s motivation for conducting this study was discussed based on issues the country of Belize is experiencing in regards to the underrepresentation of women in key areas of society. The initial research idea was modified based on literature discussion and data available. Additionally, this research topic was born from the researcher’s observation on current situation of women leaders in Belize and experiences in previous field-work circumstances particularly in sports, a male dominated world. This step provided an overview of variables to be studied, definition of key terms, the purpose of research and importance of results.

Literature Review

The researcher developed hypothesis and framework based on the literature gathered on all variables involved. The researcher included available literature that support the relationship among gender, gender role stereotypes, nationality and attitude towards women managers. The literature

review brought light to research gaps, problem and supporting points towards the hypothesis.

Development of Questionnaires

The data for this quantitative study was collected using an online survey. The researcher used a snowball sampling approach to distribute the designed questionnaires to all participants. The questionnaire was developed to test variables: attitude towards women managers and gender role stereotypes. General information such as gender and country of residence was requested. The questionnaire was originally written in English as it is the official language of Belize but was later translated to a Mandarin version for Taiwanese participants to give appropriate answers. The questionnaire process included a back translation to ensure the original meaning was kept after being translated to Mandarin.

Data Collection

Pilot Study. The pilot test is very important to test the reliability of the study. A mini version was conducted prior to collecting all data for main study. The pilot test was conducted using a smaller portion of the entire sample size. The questionnaires were sent out to around 60 university students and workers in Taiwan. The reliability analysis was tested using SPSS to analyze the Cronbach's alpha Coefficient for each variable.

Main Study. The questionnaires were distributed to persons with previous working experience in Belize and Taiwan. These respondents were not limited to only employees but also unemployed persons. The online survey was sent using personal networks through online platforms. The researcher requested colleagues to distribute the google form questionnaire using snowball sampling approach. The same procedure was applied in both countries.

Data Analysis

The information gathered was analyzed using the Statistical Package for Social Sciences (SPSS) software version. SPSS was key in testing the hypotheses presented by the researcher. A thorough data analysis was be conducted by using Independent Sample T-test, Single Linear Regression and Descriptive data analysis.

Result Interpretation

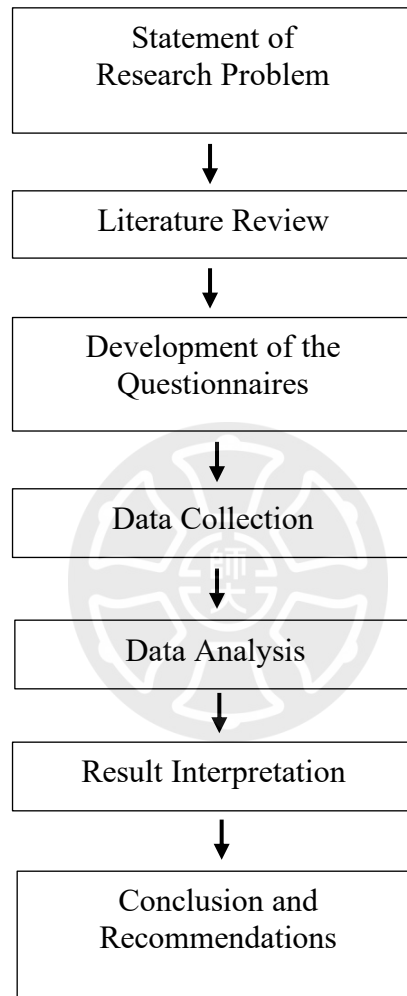
Literature review was used to discuss and interpret the results of the study. In addition, the researcher indicated whether hypotheses were null or supported.

Conclusion and Recommendations

The researcher will be summarized the findings of the study and give meaning recommendations for future research and for stakeholders involved in order to improves in the issues discussed.

Figure 3.2

Research procedure



Research Sample and Data Collection

The target sample for this study were persons with previous working experience from both Belize and Taiwan. This study did not only seek to gather men's perception on women managers but also investigated female's perception, therefore the study gathered data from an equal number of males and females from both countries. In order for the comparison to be reflective equally, the researcher strived to randomly select 80 women and 80 men from Taiwan while also selecting 80

women and 80 men from Belize. This quantitative study gathered data using a snowball sampling approach in which an English questionnaire was sent to Belizean women and men and a Mandarin translated version was sent to the Taiwanese participants to avoid any confusion. Participants had access to both English and Mandarin questionnaires through a google form link that was distributed using social media platforms. In addition, participants had the choice to select the language of preference to answer the questions.

To ensure that the original meaning of questions was kept, the researcher implemented a back translation. The back translation process involved the assistance of a native mandarin speaker with a graduate degree and working experience. The questionnaire was later translated back to English by a female manager with university degree from the United States of America. The final revision was conducted by thesis advisor and researcher. After verifying both English and Mandarin questionnaires, the data was collected from the respective target sample between April 4, 2021 to May 14, 2021.

Measurements

The questionnaire requested the participant to provide their demographic information such as gender, country, job position in addition to all questions from the scales chosen to measure all variables. The questionnaire was originally developed in English and then translated to a Mandarin version for Taiwanese participants. As previously explained, the researcher opted for a back translation process to verify that the meaning of the questions was not changed so that the results would not be affected. Below is a detailed explanation of the measurement scales used to test both attitude toward women managers and gender role stereotype.

Attitude Towards Women Managers

To measure the attitude toward women managers, twenty-one items from Women as Managers Scale (WAMS) were presented to all participants. WAMS is a valid and reliable measurement scale which contains twenty-one items that are related to perception of women in managerial positions (Peters et al., 1974). WAMS presents eleven negative statements and 10 positive statements which are to be evaluated by participants according to their perception of females holding management positions. WAMS provides a five-point Likert option in which participants will choose from 1 (*strongly disagree*) to 5 (*strongly agree*).

Although the WAMS was developed several decades ago, there are recent studies that have tested its reliability. Javalgi et al. (2011) tested the reliability of WAMS and used it for his study related to attitudes toward women managers in China, Chile, and the USA. One of the most recent study that utilized the WAMS scale for its research with acceptable reliability scores was titled the Glass Ceiling in the Sports Industry: The Spanish Version of The Women as Managers Scale (WAMS) (Gallardo-Pérez et al., 2021). The aforementioned studies were conducted in Asia and Latin American countries and have shown reliable results; hence, this study adopted WAMS as Taiwan is part of Asia and Belize shares similar culture values to Latin American countries.

Table 3.1 shows all the twenty-one questions from the WAMS with their respective Cronbach's Alpha of 0.75 as shown by Peters et al. (1974).

Table 3.1

Attitude Toward Women Managers Measurement

Code	Questionnaire Component	Cronbach's Alpha	Author
A1	It is less desirable for women than for men to have a job that requires responsibility.	0.75	Peters, Terborg, and Taynor, 1974
A2	Women have the objectivity required to evaluate business situations properly		
A3	Challenging work is more important to men than it is to women		
A4	Men and Women should be given equal opportunity for participation in management training programs		
A5	Women have the capability to acquire the necessary skills to be successful managers		
A6	On the average, women managers are less capable of contributing to an organization's overall goals than are men		
A7	It is not acceptable for women to assume leadership roles as often as men		

(Continued)

Table 3.1*Attitude Toward Women Managers Measurement (Continued)*

Code	Questionnaire Component	Cronbach's Alpha	Author
A8	The development community should someday accept women in key managerial positions		
A9	Society should regard work by female managers as valuable as work by male managers		
A10	It is acceptable for women to compete with men for top executive positions		
A11	The possibility of pregnancy does not make women less desirable employees than men		
A12	Women would no more allow their emotions to influence their managerial behaviour than would men		
A13	Problems associated with menstruation should not make women less desirable than men as employees		
A14	To be a successful executive, a woman does not have to sacrifice some of her femininity		
A15	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.		
A16	Women are less capable of learning mathematical and mechanical skills than are men		

(Continued)

Table 3.1*Attitude Toward Women Managers Measurement (Continued)*

Code	Questionnaire Component	Cronbach's Alpha	Author
A17	Women are not ambitious enough to be successful in the working world		
A18	Women cannot be assertive in business situations that demand it		
A19	Women possess self-confidence required of a good leader		
A20	Women are not competitive enough to be successful in the working world		
A21	Women cannot be aggressive in business situations that demand it		

Note. Adapted from “Women as Managers Scale (WAMS): A Measure of Attitudes Toward Women in Management Positions”, by Peters, L. H., Terborg, J. R. and Taynor, J. 1974, *Abstracted in JSAS Catalog of Selected Documents in Psychology*, 6(4), p. 27. Copyright 1974 by JSAS Catalog of Selected Documents in Psychology.

Gender Role Stereotypes

This study adopted the Gender Role Stereotypes Scale – GRSS developed and tested by Mills et al. (2012). To avoid any bias information the GRSS presents participant with 14 items related to what a female and male is considered responsible to do separately or equally. This section of the questionnaire required participants to respond to a 5-option Likert scale from 1 (*should always be done by the man*), 2 (*should usually be done by the man*), 3 (*equal responsibility*), 4 (*should usually be done by the woman*), and 5 (*should always be done by the woman*). In addition, the GRSS provided seven items with the purpose of testing female stereotypes and seven items assessing male stereotypes which later were reversed coded. Table 3.2 provides the Cronbach Alpha value and questions to test gender role stereotypes.

Table 3.2*Gender Role Stereotypes Measurement*

Code	Questionnaire Component	Cronbach's Alpha	Author
GR1	Mow the lawn	0.75	Mills et. al. (2012)
GR2	Drive the car, when both the man and the woman are traveling		
GR3	Prepare meals		
GR4	Propose marriage		
GR5	Perform basic maintenance of vehicles, such as changing the oil		
GR6	Handle financial matters, such as paying bills		
GR7	Perform household cleaning		
GR8	Wash, fold, and put away laundry		
GR9	Purchase groceries		
GR10	Earn most of the money to support the family		
GR11	Wrap gifts (e.g., birthday or holiday presents)		
GR12	Decorate the house		
GR13	Shovel snow to clear driveways and sidewalks		
GR14	Stay home with a child who is sick		

Note. Adapted from "Assessing Gender Biases: Development and Initial Validation of the Gender Role Stereotypes Scale," by M. J. Mills, S. S. Culbertson, A. H. Huffman, A. R. Connell. 2012, *Gender in Management: An International Journal*, 27(8), pp. 520 – 540. Copyright 2012 by Gender in Management: An International Journal

Control Variable

This study controls for one variable in order to provide accurate results as this could cause alterations. The control variable chose to avoid alteration of results is job position.

Job Position

Gulhati (1990) found that women in managerial positions tend to have a more positive attitude towards women managers in India. Seeing that job position may influence attitude towards women manager, this study controlled for Employee and Supervisor/Manager job positions. The job positions were coded as 1 = *Supervisor/Manager*, 2 = *Employee* and 3 = *Unemployed*.

Pilot Study

The purpose of conducting a pilot study was to test the internal reliability and face validity of the measurement scales (Bolarinwa, 2015). This pilot study comprised of the original questionnaire used for the main study. The questionnaire was designed to request demographic information as well as close ended responses to test variables. The questionnaires consisted of 21 statements to test attitude towards women managers, and 14 items to test gender role stereotypes. The questionnaire was written in English and translated to Mandarin. The translated version was reviewed by two Taiwanese natives with proof of English proficiency and whom have acquired degrees from universities in the United States of America.

The pilot study gathered data from 60 persons with working experience in Taiwan through a google form from March 20, 2021 to March 25, 2021. Table 3.4 provides the Cronbach's Alpha values resulted from the pilot test for both scales. These values are within the acceptable range of Alpha values provided by both Peters et al. (1974) and Mills et al. (2012).

Table 3.3

Reliabilities for Each Variable of the Pilot Study (N = 60)

Variable	Total Item Number	Cronbach's Alpha
Attitude Towards Women Managers	21	.82
Gender Role Stereotypes	14	.73

Data Analysis

Descriptive statistics analysis

According to Thompson (2009) descriptive statistics is very useful for the researcher to identify if there are data features that would alter the final results of the study. In this study, the researcher used descriptive statistics analysis to provide a summary of data gathered from participants in a meaningful way. It helped to explain the central position of the frequency distribution for demographic data such as; gender, job position, nationality. The researcher calculated mean, median and mode while the measure of data spread was done using variance, range and standard deviation.

Pearson Correlation Analysis

To better understand the relationship between gender role stereotype and attitude towards women managers in both countries a Simple linear regression analysis was used. The Simple Linear Regression gives a summary of two continuous variables where x becomes the independent variable and y denotes the dependent variable in the study.

Independent Sample t -test

To better understand whether there is a statistically significant difference between the means of the groups being studied, the researcher used Independent Sample t -test. This statistical method helped the researcher to identify whether men and women in different countries have a different attitude towards women managers.

Hierarchical Regression Analysis

A hierarchical regression analysis was conducted in this study to test whether there is a significant relationship between gender role stereotypes and attitude towards women managers in both Belize and Taiwan. The hierarchical regression also included the variable to be controlled in this study.

Reliability

Table 4.10 provides the Cronbach's Alpha values after gathering data from all 320 participant. Both scales, Gender Role Stereotypes Scale (GRSS) and Women as Managers Scale

(WAMS) provided a reliability scores that within the acceptable range of Alpha values provided by both Peters et al. (1974) and Mills et al. (2012).

Table 3.4

Reliabilities for Each Variable of This Study (N = 320)

Variable	Total Item Number	Cronbach's Alpha
Attitude Towards Women Managers	21	.848
Gender Role Stereotypes	14	.735

Harman's One Factor Test

According to Podsakoff and Organ (1986) a common method bias takes place when the evaluations of the relationship between or among variables are biased as a result of using the same method to test all constructs. Harman's One Factor Test was used in this study to test for CMB. Results showed a variance of 24% which is below the 50% threshold and which confirms that this study did not experience a serious CMB that might have affected the results.

CHAPTER IV RESULTS AND DISCUSSION

After gathering data from three hundred and twenty respondents with previous working experience from both Taiwan and Belize, the researchers used Statistical Package of Social Sciences (SPSS) software version 23 for the data analysis. The analysis on SPSS was done to provide a general view of respondent's demographic data in addition to testing the hypotheses previously elaborated. This chapter is divided in two main sections; results and discussion. The results section highlights the descriptive data, independent sample *t*-test and single linear regression results. The tables and scores presented in this chapter are the keys in testing the relationship among variables. After results are presented in a detailed manner the researcher presents a discussion for each of the hypotheses.

Descriptive Statistics

The demographic questions in the online survey included: Nationality, gender, age and job position. Table 4.1 shows the demographic data breakdown from Belize while Table 4.2 shows the demographic data from Taiwanese respondents. These tables provide both the numbers and percentage for each demographic variable and category.

Data regarding Belizean participants was presented in Table 4.1 To provide a better representation of male and females views regarding women managers, the sample target was equality divided; 80 responses from male (50%) and 80 responses from females (50%). Regarding the age of Belizean respondents, majority are between the ages 25 to 30 years old (37.5%), followed by participants between 17 to 24 years old (23.75%). The highest age observed was 63 years old. For job position, 54 respondents claimed to have a supervisory or managerial position making a 24% of the sample size. However, majority of participants are regular employees (63%). Interestingly enough, out of the 54 supervisors and managers only 17 were women and the rest males making it a 31% representation of women manager/supervisors compared to a 69% representation of male managers/supervisors from Belize participating in this quantitative study.

Table 4.1*Belizean Participants Demographic Statistics (N = 160)*

Variable	Category	Frequency	Percentage (%)
Gender	Female	80	50
	Male	80	50
Age (years)	<25	38	23.7
	25 - 30	60	37.5
	31 - 35	22	13.7
	36 - 40	14	8.7
	41- 45	9	5.6
	46 - 50	7	4.3
	>50	11	6.8
Job position	Supervisor/Manager	54	34
	Employee	101	63
	Unemployed	5	3

Table 4.2 provides a breakdown of demographic data gathered from Taiwanese respondents. Similar to Belize's sample size, the researcher divided the Taiwanese sample population to attain an equal representation of females and males. The total sample size was 160, equally distributed between females (80) and males (80). The majority of Taiwanese respondents were between the ages 41 to 45 (25.6%) followed by ages between 36 to 40 (19.4%). The youngest respondents amount the Taiwanese were 20 years old while the oldest was a 63 years old female.

The job position data revealed that majority of respondents were regular employees (73%) while 7 respondents were unemployed. On the other hand, 37 respondents claimed to have a Supervisor/Manager position. Contrary to Belize's data on managerial positions, 24 females occupy a managerial or supervisory role compare to 17 male Supervisor/Manager. The data gathered from Taiwanese participants shows a 65% representation of female managers while male managers are represented with a 35%.

Table 4.2*Taiwanese participants Demographic Statistics (N = 160)*

Variable	Category	Frequency	Percentage (%)
Gender	Female	80	50
	Male	80	50
Age (years)	<25	5	3.1
	25 - 30	18	11.3
	31 - 35	22	13.7
	36 - 40	31	19.4
	41- 45	41	25.6
	46 - 50	26	16.3
	>50	17	10.6
Job position	Supervisor/Manager	37	23
	Employee	116	73
	Unemployed	7	4

Pearson Correlation Analysis

Table 4.3*Mean, Standard Deviations, Correlations, and Reliability of variables*

Variable	Mean	SD	1	2	3	4	5
Gender	.500	.501					
Job Position	1.753	.512	.031				
Nationality	1.500	.501	.000	.116*			
Attitude Towards Women Managers	3.908	.523	.240**	-.056	.011	(.85)	
Gender Role Stereotypes	3.189	.347	-.242**	-.028	-.070	-.190**	(.74)

Note. N=320. Numbers in parenthesis represent Cronbach's Alpha value.

* $p < .05$, ** $p < .01$

To examine the correlation degree among variables in this study, Pearson correlation analysis was conducted using SPSS. Data on Table 4.3 shows the mean, standard deviation and

correlations among variables. In addition, it shows the reliability of each variable reflected with Cronbach Alpha values. Attitude towards women managers scored a Cronbach Alpha value of .83 while gender role stereotypes scored .74. These Cronbach's Alpha results are above .70 and .80 indicating acceptable to very good level of reliability for both scales.

As shown in Table 4.3, the independent variable, gender has a significant positive relationship with both attitude towards women managers and gender role stereotypes. Gender is positively correlated to attitude towards women managers perception ($r = .432, p < .01$) and negatively correlated to gender role stereotypes ($r = -.242, p < .01$), indicating that gender indeed influences individual's attitude towards women managers and gender role stereotypes of an individual. Additionally, there is a negative association between gender role stereotypes and attitude towards women managers ($r = -.190, p < .01$).

Independent Sample *t*-test

After providing the descriptive data, the research provides data analysis that is vital for testing all hypotheses. Table 4.4 shows a breakdown of the scores after running an independent sample *t*-test on SPSS. The independent sample *t*-test was conducted to compare the attitudes towards women managers between Taiwanese men and women. The results show a significant difference on scores between men ($M = 3.77, SD = 0.42$) and women ($M = 4.05, SD = 0.41$) conditions; $t(158) = -4.373, p < 0.01$. These results suggest that there is a difference between Taiwanese male and female's attitude towards female managers. Based on the mean scores of males and females, Taiwanese female group has a higher positive attitude towards female managers than Taiwanese male group.

Table 4.4

Independent Sample t-Test Results for Taiwan (N = 160)

	Male (N = 80)		Female (N = 80)		<i>t</i>	<i>p</i>
	M	SD	M	SD		
Attitude Towards Women Managers	3.77	0.42	4.05	0.41	- 4.373	.000

Note. *M* = Mean, *SD* = Standard deviation. All of dimensions range from 1 (*strongly disagree*) to 5 (*strongly agree*)

Additionally, another independent sample *t*-test was conducted to compare the attitudes towards women managers between Belizean men and women. As Table 4.5 shows, there is a

significant difference on scores between men ($M = 3.79$, $SD = 0.64$) and women ($M = 4.01$, $SD = 0.52$) conditions; $t(158) = -2.302$, $p < 0.05$). These results suggest that there is a difference between Belizean male and female's attitude towards women managers. Based on the mean scores of men and women, Belizean women's group also has a higher positive attitude towards women managers than Taiwanese men's group.

Table 4.5

Independent Sample t-Test Results for Belize (N = 160)

	Male (N = 80)		Female (N = 80)		t	p
	M	SD	M	SD		
Attitude Towards Women Managers	3.79	0.64	4.01	0.52	-2.302	.023

Note. M = Mean, SD = Standard deviation. All of dimensions range from 1 (*strongly disagree*) to 5 (*strongly agree*)

The results of above two independent sample t-test both consistently reveal that female in both Belize and Taiwan display a higher positive attitude towards female managers than male in both Belize and Taiwan. Therefore, H1 stating that there is a difference between Taiwanese women and men's attitude towards women managers, and H2 stating that there is a difference between Belizean women and men's attitude towards women managers are both supported.

Table 4.6 presents the results from an independent sample t-test conducted to compare the attitudes towards women managers between Belizean and Taiwanese women. There is not a significant difference on scores between Belizean females ($M = 4.01$, $SD = 0.53$) and Taiwanese females ($M = 4.06$, $SD = 0.41$) conditions; $t(158) = -.652$, $p > 0.05$). There is no difference in the Belizean and Taiwanese females' attitude towards women managers.

Table 4.6

Independent Sample t-Test Results for Women's Nationality (N = 160)

	Belize (N = 80)		Taiwan (N = 80)		t	p
	M	SD	M	SD		
Attitude Towards Women Managers	4.01	0.53	4.06	0.41	-.652	.515

Note. M = Mean, SD = Standard deviation. All of dimensions range from 1 (*strongly disagree*) to 5 (*strongly agree*)

Table 4.7 presents the results from an independent sample *t*-test conducted to compare the attitudes towards female managers between Taiwanese males and Taiwanese males. There is no significant difference on scores between Belizean males ($M = 3.79, SD = 0.64$) and Taiwanese males ($M = 3.77, SD = 0.42$) conditions; $t(158) = .290, p > 0.05$. These results suggest that there is no difference in the Belizean and Taiwanese males' attitude towards women manager.

Table 4.7

Independent Sample t-Test Results for Men's Nationality (N = 160)

	Belize ($N = 80$)		Taiwan ($N = 80$)		<i>t</i>	<i>p</i>
	M	SD	M	SD		
Attitude Towards Women Managers	3.79	0.64	3.77	0.42	.290	.772

Note. *M* = Mean, *SD* = Standard deviation. All of dimensions range from 1 (*strongly disagree*) to 5 (*strongly agree*)

The results of above two independent sample *t*-test reveal that female from two different countries (i.e., Belize and Taiwan) do not display a different attitude towards female managers, and also male from two different countries (i.e., Belize and Taiwan) do not display a different attitude towards female managers. Therefore, H3 stating that there is a difference between Taiwanese and Belizean women's attitudes towards women managers, and H4 stating that there is a difference between Taiwanese and Belizean men's attitudes towards women managers are both not supported.

Hierarchical Regression

Gender role stereotype is a variable of importance in this study. The statistical analysis below aims to understand the relationship between gender role stereotypes and attitude towards women managers in both Belize and Taiwan. To examine such relationship the researcher conducted hierarchical regression on SPSS.

Table 4.8 shows a hierarchical regression to predict the relationship between attitude towards women managers and gender role stereotype in Taiwan. Step one comprised of this study's control variable while step two shows dependent variable, attitude towards women managers. A

non-significant regression equation was found ($F = 2.308, p > 0.05$), with variance of 16%. Therefore, Taiwanese attitude towards women managers is not associated with gender role stereotypes ($\beta = -.127, p > 0.05$).

Table 4.8

Results of Hierarchical Regression Analysis for Hypothesis 5

Variable	β	
	1	2
Step 1		
Job Position	-.112	-.121
Step 2		
Attitude Towards Women Managers		-.127
F	2.017	2.308
R^2	.013	.029
$Adj. R^2$.006	.016
ΔR^2	.013	.016
ΔF	2.017	2.579

Note. $N = 160$. Dependent variable = Gender role stereotype.

* $p < .05$ ** $p < .01$ *** $p < .001$

Table 4.9 shows a hierarchical regression calculated to predict attitude towards women managers based on gender role stereotype in Belize. A significant regression equation ($F = 4.015, p < 0.05$), with variance of 48%. Therefore, Belizean's attitude towards women managers is negatively associated with gender role stereotypes ($\beta = -.220, p < 0.05$).

Table 4.9*Results of Hierarchical Regression Analysis for Hypothesis 6*

Variable	β	
	1	2
Step 1		
Job Position	-.020	-.021
Step 2		
Attitude Towards Women Managers		-.220**
<i>F</i>	.066	4.015*
<i>R</i> ²	.000	.049**
<i>Adj. R</i> ²	-.006	.037**
ΔR^2	.000	.048**
ΔF	.066	7.961**

Note. *N* = 160. Dependent variable = Gender role stereotype.

* $p < .05$ ** $p < .01$ *** $p < .001$

The results of the above two regression analysis reveal that gender role stereotype was found to be negatively associated with attitude towards women managers among Belizean, but there is no association between gender role stereotype and attitude towards women managers among Taiwanese. Therefore, H5 stating that gender role stereotype influences Taiwanese men and women's attitude towards women managers is not supported, whereas H6 stating that gender role stereotype influences Belizean men and women's attitude towards women managers is supported.

Discussion

This main focus of this empirical study is to examine the relationship among gender, gender role stereotype, nationality and attitude toward women managers in both Belize and Taiwan. The statistical analysis previously elaborated based on results from SPSS are of vital importance for the

discussion in this section. The researcher provides a clear and detailed discussion on the hypotheses results and its connection to the literature provided.

Table 4.11 provides the summarized results after testing each hypothesis with supported or not supported statements.

Table 4.10

Hypotheses Testing Results

	Hypotheses	Result
H1	There is a difference between Taiwanese women and men's attitude towards women managers	Supported
H2	There is a difference between Belizean women and men's attitude towards women managers	Supported
H3	There is a difference between Taiwanese and Belizean women's attitudes towards women managers	Not Supported
H4	There is a difference between Taiwanese and Belizean men's attitude towards women managers	Not Supported
H5	Gender role stereotype influences Taiwanese men and women's attitude towards women managers	Not Supported
H6	Gender role stereotype influences Belizean Men and women's attitude towards women manager.	Supported

Effect of Gender on Attitude Towards Female Managers in Taiwan and Belize

Literature supports the relationship between individual's gender and attitude towards female managers. As a matter of fact, research claims that females display a more positive attitude to females in managerial positions as compare to their male counterpart (Liu & Wilson, 2001). The first objective of this empirical study was to identify if there is a difference in the way Taiwanese females and males perceive women managers, H1 - *There is a difference between Taiwanese women and men's attitude towards women managers*. The independent t-test results of this study confirm this hypothesis as it shows that indeed Taiwanese women have a different perception of

women managers. A deeper look at the analysis leaves the conclusion that, in Taiwan, females have a more positive perception of women in managerial positions than males.

The second objective of this cross-sectional research was to examine whether or not Belizean men and women view female managers differently, H2 - *There is a difference between Belizean women and men's attitude towards women managers*. The independent t-test results shown previously confirmed that there is a significant difference in the way male and females view women in managerial positions in Belize. The results also confirmed that, in Belize, females have a more positive perception of women managers compare to males showing a lower score.

The above results add to the existing literature supporting the notion that female participants are more inclined to display a more positive attitude towards female managers (Mihail, 2006) It is imperative to mention that in this study the majority of Taiwanese manager/supervisors were females while majority of Belizean manager/supervisors were males. Although these numbers are different an explanation for females having a more positive attitude towards female managers may be attributed to the idea that those in position of power are already aware of the struggles faced when aiming for a top job position, and those females that are still in lower job positions also know how hard it is to go up the organizational ladder; therefore, they sympathize with their female peers.

Effect of Nationality on Female and Male Attitude Towards Female Managers

Apart from gender, literature supports level of development as being one of the reasons for underrepresentation of women in leadership positions (Matland,1998). As mentioned in the literature provided, developing countries do not provide enough opportunities to attain for females to attain higher education which hinders them from climbing the managerial ladder (Iversen & Rosenbluth, 2008). The third objective of this empirical study was to examine whether female in Taiwan have a different perception from Belizean female on women managers, H3 - *There is a difference between Taiwanese and Belizean women's attitudes towards women managers*,

The findings do not support hypothesis 3, as it shows that female from both countries perceived women managers similarly. The null hypothesis may be explained by sympathy females share for their female peers despite their country of origin because it is of no surprise that gender inequality has been an ever-present issue in societies around the world. Although, in developing

countries the lack of opportunities may lead to underrepresentation of women in society it does not change female's perception that women are capable of being leaders.

The fourth objective for this study was to investigate whether Taiwanese males and Belizean males have different perceptions of female managers, H4 - *There is a difference between Taiwanese and Belizean men's attitude towards women managers*. The independent t-test results do not support H4 as it shows no significant difference in the way both Taiwanese and Belizean men view women managers. It is imperative to note that males in both countries show a less positive attitude towards female managers. The less favourable attitude display by men may be attributed to the privileges they have enjoyed in managerial and leadership roles within society, although, they may not be aware of their presence. Based on the results, nationality alone does not moderate the relationship between gender and attitude towards women managers.

Effect of Gender Role Stereotype on Female and Male Attitude Towards Female Managers

Gender role stereotype is a variables of research interest for researcher looking to explain the reason for gender inequality. Literature supports the relationship between gender role stereotypes and attitude towards female managers and is particularly associated with the negative perception of women in managerial positions (Heilman, 2001). This study used single linear regression to test H5 and H6. The fifth objective of this study was to test the relationship between gender role stereotypes and attitude towards women managers among Taiwanese participants, H5- *Gender role stereotype influences Taiwanese men and women's attitude towards women managers*. Results show that there is no association between gender role stereotypes and attitude towards women managers among Taiwanese respondents. This null hypothesis may be attributed to Taiwan's inclusion of women in politics and decision making which is a major advantage of developed nations like Taiwan (Inglehart & Welzel, 2006). The representation of women in the legislature brings more attention to women-related issues. Another possible explanation would be the existence of a gender-counterstereotypical role model which is defined as a person taking the role that is considered to be against the stereotypes set on male and females for example a female President or a male nurse. Taiwan has a female president and the highest number of female lawmakers in Asia which could be considered gender-counterstereotypical role models. Having

these role models not only motivate females to be part of top managerial positions but creates a pattern where seeing a female top executive is no longer a surprise (Olsson & Martiny, 2018).

The sixth objective for this empirical study was to examine whether gender role stereotypes influenced attitude toward women managers in Belize, H6 - *Gender role stereotype influences Belizean men and women's attitude towards women manager*. Results from the simple linear regression shows that there is a negative association between gender role stereotypes and attitude towards women managers. The lack of gender-counterstereotypical role models makes it very difficult for people in Belize to disconnect stereotypes from female roles. In addition, Belize is a religious country that places high value in traditions, traditional male and female roles included. These traditions and culture make it very difficult for females to climb to a position of power in developing countries (Paxton & Kunovich, 2003).



CHAPTER V CONCLUSION AND RECOMMENDATIONS

After a detailed discussion and provision of statistical data, the researcher summarizes the key points of this empirical study. This chapter is divided in four sections: Conclusion, practical implications of the study, limitations and recommendations. A summary of the entire study is provided in the conclusion followed by practical implications of this study. Several limitations of this study are also provided in this chapter, followed by future research recommendations.

Conclusion

With the use of reliable measurement scales this study aimed to investigate the relationship among gender, gender role stereotype and attitude towards women managers in Belize and Taiwan. It is anticipated that Taiwanese and Belizeans' attitudes towards women managers are influenced by gender, nationality and gender role stereotype. To understand the extend of the relationships among variables presented, a total of 320 respondents took part in this study providing both demographic data and Likert scale answers as required by measurement scales.

Statistical data analysis for H1 and H2 exhibit a significant relationship between gender and attitude toward female managers with female respondents showcasing a more favorable attitude than their male counterparts. H3 and H4 are not supported as data shows a non-significant association between nationality and attitude towards women managers. The results indicate that nationality alone does not influence individual's attitude towards women in managerial positions. Lastly, data analysis for H5 dot not support the relationship between gender role stereotypes and attitude towards women managers in Taiwan while H6 supports the said relationship in Belize.

Practical Implication of the Study

The findings of this study reflect that the attitude towards women in managerial position in Belize is highly influenced by gender role stereotypes. These gender role stereotypes are perhaps one of the most difficult challenges when aiming to achieve gender equality. However, understanding the importance of women managers is important in bringing solutions to the underrepresentation of women in society. Businesses can greatly benefit from having women managers as they are more likely to be long term employees, better interaction with subordinates

and peers and are more inclusive (Budhwar et al., 2005). Additionally, business may be more profitable by increasing the female workforce in the organization (Hellerstein et al., 2002). The Human Resource Department should develop programs to train and mentor employees and managers on women's leadership and benefits of having females at all levels within the organization. Developing these gender equality training programs may reduce the stereotypical views of women, particularly in leadership positions. In addition, organizations should develop programs for equal employment opportunity as female is one of the minority groups that usually experience disadvantageous treatments in the workplace, so that equal employment opportunity programs should be also helpful to reduce gender role stereotype mindset in the organization. HR departments should also revise the paternal leave, which is mostly given to women known as maternal leave. Introducing paternal leave within organization will not only benefit men in general but will eliminate the stereotypes associated with females being the sole care givers of children.

In order to reduce gender role stereotypes, there is the need to do more than just changing organizational policies around gender equality. Stakeholders in education also play a very important role in the fight against gender inequality. It is imperative to train school principals, teachers, counselors on gender equality. On a regular basis teachers undergo trainings, making it an excellent platform to train educators on the importance of promoting mixed group work, mixed sport teams and avoidance of stereotypical association for Career Day. Ministry of Education can also launch campaigns promoting Science, Technology, Engineering and Mathematics (STEM) career paths such as: girls in science, girls in engineering, girls in Information Technology etc., to reduce the stereotype that females are more suitable for professions that require a caregiver or community-oriented personality.

The representation of women in the parliament is also imperative in creating better job and education opportunities for females as this body is responsible for creating and updating old laws that directly affect women in society. Having more women in managerial positions and more women representation in the legislature would not only create counterstereotypical role models that will empower women and reduce gender role stereotypes but would also bring more attention to women-related policies (Islam & Amid, 2015). Perhaps, the 38 article, Gender Equity Education Act introduced in Taiwan on June 2004 and Gender Equality in Employment Law or similar laws can serve as reference for Ministry of Education and law makers in Belize when creating or updating policies, especially gender related laws.

Policies and laws are useless if there is no reinforcement. There is a great need for a higher budget allocation and staffing to Women's department. The 2021 budget allocates salaries for 17 workers within the department and allocates the lowest budget for "Women and Gender Services Department" BZ \$762,601. The figures presented are limited human and financial capital to adequately reinforce the National Gender Policy.

Future Research Directions

As previously discussed, gender role stereotypes are prevalent in various aspects of society around the world. Since gender role stereotypes are prevalent in Belize as exhibit in this study, future research directions can focus on its effect on women in politics and underrepresentation of women in legislature. Another future research direction would be a thorough case study regarding the programs, budget and performance indicators within the Women's Department which is the governmental agency aiming to reinforce gender equality.

Additionally, to validate the generalizability of this study's model, future research should utilize a similar prototypical research to study the relationship among gender, nationality and gender role stereotypes in other developing and developed countries. Moreover, future research can consider using longitudinal study or experimental study to gather detailed qualitative data from open-ended questions that will further explain the extent to which persons are aware of the negative impact of gender role stereotypes on women representation in society and to study to executive's mindset regarding women mobility withing organizations. Last but not least, future research can also try to collect data of independent and dependent variables at two different point in time to reduce the concern of common method variance and also ensure the casual relationship between independent and dependent variables can be identified.

Limitations

This study has brought to light the current situation regarding women in leadership positions and influence of gender role stereotypes in both Belize and Taiwan, however there are several limitations to be considered when reading the research findings.

Firstly, the data was gathered from persons with working experience from Belize and Taiwan only, therefore the findings cannot be generalized to all developed or developing nations.

Secondly, this study is a cross-sectional design collecting data of independent and dependent variables at the same time, which may not be able to ensure the causal relationship between independent and dependent variables.

Thirdly, the answers given by respondents are limited to close ended questions, giving the researcher limited data to explain the reasons why females have a more positive attitude towards female managers as compared to males and to what extent respondents are aware of the negative impact gender role stereotypes has on women representation in society.



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APPENDIX A: QUESTIONNAIRE (ENGLISH VERSION)

Dear Participants,

I am a current graduate student of International Human Resource Development at the National Taiwan Normal University in Taiwan. I am conducting a comparison study between Taiwan and Belize, to examine the relationship among gender, gender role stereotype and attitude towards women managers.

I am kindly requesting 5 minutes of your time to answer the following questions. Your participation is voluntary and the information provided is fully confidential. If you are willing to take part in the study, you will be asked to read a series of questions and provide the most appropriate answer.

The results of this study will indicate whether gender, nationality and gender role stereotypes influence individual's attitude towards women managers. This study will provide possible recommendations for public and private business to increase women representation in managerial positions and will provide more information on the importance of women in top management roles. If you have any question or need further information about the survey, do not hesitate to contact me.

1. Gender (please circle):

- Male
- Female

2. Age: _____

3. Job Position:

- Manager/Supervisor
- Employee
- Unemployed

4. Nationality:

- Belize
- Taiwan

The following statements are perceptions of women holding management roles. Please read each of the following statements carefully and indicate to what extent these statements are applicable to women in managerial positions.

	Totally not applicable	Not applicable	Neutral	Applicable	Totally applicable
It is less desirable for women than for men to have a job that requires responsibility.	1	2	3	4	5
Women have the objectivity required to evaluate business situations properly	1	2	3	4	5
Challenging work is more important to men than it is to women	1	2	3	4	5
Men and Women should be given equal opportunity for participation in management training programmes	1	2	3	4	5
Women have the capability to acquire the	1	2	3	4	5

necessary skills to be successful managers					
On the average, women managers are less capable of contributing to an organisations overall goals than are men	1	2	3	4	5
It is not acceptable for women to assume leadership roles as often as men	1	2	3	4	5
The development community should some day accept women in key managerial positions	1	2	3	4	5
Society should regard work by female managers as valuable as work by male managers	1	2	3	4	5
It is acceptable for women to compete with men for top executive positions	1	2	3	4	5
The possibility of pregnancy does not make women less desirable employees than men	1	2	3	4	5

Women would no more allow their emotions to influence their managerial behaviour than would men	1	2	3	4	5
Problems associated with menstruation should not make women less desirable than men as employees	1	2	3	4	5
To be a successful executive, a woman does not have to sacrifice some of her femininity	1	2	3	4	5
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	2	3	4	5
Women are less capable of learning mathematical and mechanical skills than are men	1	2	3	4	5

Women are not ambitious enough to be successful in the working world	1	2	3	4	5
Women cannot be assertive in business situations that demand it	1	2	3	4	5
Women possess self-confidence required of a good leader	1	2	3	4	5
Women are not competitive enough to be successful in the working world	1	2	3	4	5
Women cannot be aggressive in business situations that demand it	1	2	3	4	5
Please read carefully each statement below and indicate to what extent each task should be done by a woman, a man or both.					
	Should always be done by the man	Should usually be done by the man	Equal responsibility	Should usually be done by a woman	Should always be done by the woman
Mow the lawn	1	2	3	4	5

Drive the car, when both the man and the woman are traveling	1	2	3	4	5
Prepare meals	1	2	3	4	5
Propose marriage	1	2	3	4	5
Perform basic maintenance of vehicles, such as changing the oil	1	2	3	4	5
Handle financial matters, such as paying bills	1	2	3	4	5
Perform household cleaning	1	2	3	4	5
Wash, fold, and put away laundry	1	2	3	4	5
Purchase groceries	1	2	3	4	5
Earn most of the money to support the family	1	2	3	4	5
Wrap gifts (e.g. birthday or holiday presents)	1	2	3	4	5
Decorate the houses	1	2	3	4	5
Shovel snow to clear driveways and sidewalks	1	2	3	4	5
Stay home with a child who is sick	1	2	3	4	5

Thank you for your participation.

APPENDIX B: QUESTIONNAIRE (MANDARIN VERSION)

親愛的受訪者，

我是Delmi，目前就讀於台灣師範大學人資管理碩士班，目前正在進行論文研究，主要探討貝里斯及台灣之間，針對性別、對女性管理者的性別刻板印象及對其態度上的差異。

若您願意提供您寶貴的意見，希望佔用您 5 分鐘的時間來回答問卷，您所提供的資訊也會完全保密。若您有意願參與這項研究，將麻煩您閱讀一系列問題，並根據您的想法及經驗，提供您的答案。

本研究的結果將顯示性別、國籍和性別角色刻板印象是否會影響個人對女性管理者的態度。這項研究將為公共和私營企業新增婦女在管理職位上的代表性提供可能的建議，並將提供更多有關「女性擔任管理階層的重要性」的資訊。

如果您對調查有任何疑問或需要更多資訊，請隨時與我聯系。

Best regards,

Delmi Cornelio

1. 性別 (請勾選):

- 男性
- 女性

2. 年齡: _____

3. 職稱:

- 經理/主管
- 員工
- 待業中

4.國籍:

貝里斯

臺灣

以下是對擔任管理階層的女性的看法。請仔細閱讀以下每一項聲明，並依照您的同意程度，填寫這些聲明在多大程度上適用於擔任管理階層的女性					
	完全不符合	不符合	中間	符合	完全符合
擁有一份需要承擔責任的工作對於女性來說並不理想。	1	2	3	4	5
女性有能夠準確做出公司重大商務/業務抉擇的能力	1	2	3	4	5
相較於女性，有挑戰性的工作對於男性來說更重要	1	2	3	4	5
在參與管理方面的訓練與計畫上，男性與女性應該獲得平等的機會	1	2	3	4	5
女性擁有成為一位優秀主管需必備的能力與技巧	1	2	3	4	5
平均而言，女性管理者對組織整體目標的貢獻能力不如男性	1	2	3	4	5
女性和男性一樣經常擔任領導職務是不可接受的	1	2	3	4	5
開發中社會有朝一日應該要接受擔任關鍵管理職務的女性	1	2	3	4	5

社會應該要把女性管理者的工作/成就和男性管理者的工作/成就視為同等的重要	1	2	3	4	5
女性與男性競爭最高管理職位是合理的	1	2	3	4	5
“懷孕”這項因素並不會使女性比男性更不受歡迎或被重用	1	2	3	4	5
相較於男性，女性並不會比男性更容易讓自己的情緒影響到工作上的管理態度/行為	1	2	3	4	5
“月經”的因素不應該讓女性比男性更不受歡迎或被重用	1	2	3	4	5
要成為一名成功的高管，女性不需要犧牲一些女性氣質	1	2	3	4	5
一般來說，一個總是在家陪孩子的女人比一個至少有一半時間在外工作的女人更稱得上是好母親	1	2	3	4	5
女性學習數學和機械技能的能力不如男性	1	2	3	4	5

女性沒有足够的雄心壯志在職場上取得成功	1	2	3	4	5
在商業談判或是職場環境中，女性不夠果斷肯定	1	2	3	4	5
女人擁有一個好領導所需要的自信	1	2	3	4	5
女性沒有足够的競爭力在職場取得成功	1	2	3	4	5
在需要的職場環境與談判中，女性不夠強硬	1	2	3	4	5
請仔細閱讀下面的每一句話，並指出每一項任務應該在多大程度上由女性、男性或兩者都可以。					
	應該總是由男性來做	應該經常由男性來做	女性男性都適合做	應該經常由女性來做	應該總是由女性來做
修剪草坪	1	2	3	4	5
開車(當男女一起旅行時)	1	2	3	4	5
煮飯	1	2	3	4	5
求婚	1	2	3	4	5
對車輛進行基本保養，如更換機油	1	2	3	4	5
處理財務事務，如付帳單	1	2	3	4	5
做家事	1	2	3	4	5
洗衣服、曬衣服	1	2	3	4	5

買菜、雜貨、生活用品	1	2	3	4	5
賺最多的錢來支持家庭生計	1	2	3	4	5
包裝禮物(生日或節日禮物)	1	2	3	4	5
佈置家裡	1	2	3	4	5
剷除車道和走道的積雪	1	2	3	4	5
在家照顧生病的小孩	1	2	3	4	5

感謝您的參與!

