

Gender Stereotypes in the Bangladeshi Business Firms

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Abstract

Although the importance of gender diversity in the workplace-management is crucial, the prevalence of gender stereotypes in managerial roles is a very common feature. Many earlier researches conducted in this domain reveal that “think manager-think male” phenomenon is a global one. This study made an attempt to explore to what extent Bangladeshi employees give in to the gender stereotypes in managerial roles and positions. While the primary research question is does gender stereotypes affect male female differently, the secondary questions are to see if there any consistency among the factors that might contribute to construct the gender stereotypes and which factors have more significant effects on gender stereotypes. The adapted version of WAMS (Women as Managers Scale) questionnaire was used to collect primary data. Participants were 260 employees from 6 different types business firms of Bangladesh. The data collected through questionnaire was coded and tabulated keeping in context with the objective of the study and was analyzed by calculating frequencies, factor analysis, and compare of means. The statistical analyses demonstrate that there are inconsistencies among the factors between original WMAS and Bangladeshi version of the questionnaire. However, although the identical adaptability of WAMS in the Bangladeshi context has some limitations, the prevalence of gender stereotypes was explored in the Bangladeshi business firms. While the subclass of overall acceptance and organizational barriers is internally inconsistent, the subclass personal traits are highly consistent-which means female managerial roles are plagued with gender stereotypical issues. However, the widespread conception that women have less managerial skills and personal traits than men do is confirmed by the present study.

Keywords: Gender stereotypes; Diversity management; Women as manager scale (WAMS); Bangladeshi business firms, Managerial roles; Female employee

Introduction

Although the importance of gender diversity in the business organizations is crucial, the prevalence of gender stereotypes is a very common feature. Many earlier researches conducted in this domain show that “think manager-think male” phenomenon is a global one [1,2]. The practice of ascribing to an individual men or women specific characteristic, attributes, or roles by reason only of his or her membership in an organization or a group of men or women is called gender stereotypes [3]. Example based on stereotypes is: women are irrational, affectionate, nurturing, nice, childlike, sympathetic and compassionate etc. on the other hand, agnatic characteristics or qualities like: assertive, ambitious, analytical, leadership abilities competitive, flexible, creative etc. are ascribed more to men than women for a successful leadership or a managerial position [4]. These are troubling because conscious and unconscious stereotyping of men and women in managerial roles may result in discriminatory behavior.

Although the number of female worker in the organizational circumstance has been increased over the decades worldwide, the number of female managerial position or role is yet not hopeful [5-7]. According to the Catalyst conducted in 500 companies shows that only 6.7% female are of the highest earning officers and 1.6% of the CEO's [8]. Even there is evidence that although women achieve a managerial position in an organization, they only occupy a tittle of a manager compared to male colleague without any responsibilities [9,10]. World Bank (2016) data shows that only 39.6% women are globally present them in workplace. Among these prevailing situations the highest rate is 54% in Rwanda and the lowest rate of 13.1% in United Arab Emirates [7]. Another empirical study at the vice president level of 705 women above in fortune 1000 corporations shows that women's advancement are encumbered by gender stereotypes as an executive or top most position of an organization [11,12]. Thus the participation of women in the management positions in the business firms is very precarious

caused by mainly gender stereotypical practices.

The situation of Bangladesh is not different from this scenario of global context. To some extents the condition is more critical. Although Bangladeshi women are regarded as homemaker, changes in this philosophy occurred gradually over the last few decades. Research shows that the participation rate of women in the Bangladeshi labor market has been tremendously increased in the year 1980s and 1990s indicating a sharp increased rate 12% in 1983 to 1984 and about 21% in 1995 to 1996 [13]. The recent World Bank data reveals that the participation of male and female labor force is (33.04:79.805)% respectively. However, although the female labor force has been increasing, the majority among of them is involved in low paid labor forces. In recent years, the largest economic sector in Bangladesh is ready-made garments (RMG), where 4.5 million workers around two-thirds are female. While 80% of this female labor force is engaged on the sewing floor, 95% of managers are male [14]. Thus Bangladeshi labor market is conspicuously marginalized for female labor in holding the managerial positions.

In this study we intend to critically evaluate the factor behind and to what extent gender stereotype exist in organizational management in Bangladesh. In particular it made an attempt to explore to what extent Bangladeshi employees give in to the gender stereotypes in management. The other goal is to create a scale that can be used for diagnostic of gender stereotypes in managerial positions and roles.

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Received July 04, 2018; Accepted July 16, 2018; Published July 21, 2018

Citation: Islam S, Akter S (2018) Gender Stereotypes in the Bangladeshi Business Firms. Arts Social Sci J 9: 382. doi: [10.4172/2151-6200.1000382](https://doi.org/10.4172/2151-6200.1000382)

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While the primary research question in this study is does gender stereotypes affect male female differently the managerial roles and positions, the secondary questions are to see is there any consistency among the factors that might contribute to construct the gender stereotypes, which factors have more significant effects on gender stereotypes. However, applying a range of quantitative methods this research explores the following key questions:

- Is the Bangladeshi adaptation of WAMS reliable?*
- Are the subscales of WAMS adaptation internally consistent?*
- Are there any differences between male and female perception on gender stereotypes in relation to managerial roles?*
- Which stereotypes have the highest level of identification in Bangladesh?*

Literature Review

Attitudes towards women in managerial roles have been widely investigated in the literature [7]. Stereotype is an extended phenomenon exists more or less in every society, although its rate of happening may differ. Koenig et al. revealed that a majority of women are still performing the major part of domestic work around the world [12]. It is true that the number of women is increasing in the labor market but the majority of employed women have remained concentrated in traditional occupation. Managers, as well as the general population, strongly believe that managerial success is associated with male characteristics; this belief dates back to the early ages of managerial gender studies. In the united states six most common occupations for women are: secretary and administrative assistant; registered nurse; elementary and middle school teacher; cashier; retail salespersons; and nursing, psychiatric and home health aides (U.S. Department of Labor). Johnson et al. reveals while male leaders needed to demonstrate strength, female leaders needed both sensitivity and strength [9].

Stereotype is a common phenomenon exists between male and female behavior, even in the working organization when they become colleague [9,15]. Besides, stereotypes influences behavior in such a way that there is always an unannounced discrimination follows in working environment among men and women managers [6,9]. Gender stereotypes also are manifested through sex roles where men and women are perceived as differently. Sex roles refer to socially shared expectations about how men and women should behave and are often examined in terms of agency and communion. According to Bakan, agency and communion are basic drivers of human existence. Communion works to forming social relationship with others. Agency relates to the motivation towards striving for power and control over others [9]. Suggested by social role theory women are expected to be communal (e.g., helpful, nurturing, gentle), men are expected to be agentic (e.g., assertive, controlling, confident). Thus gender stereotypes determine our behaviors and if anyone behaves opposite to his or her ascribed characteristics (e.g. agentic by women and communal by men), then he or she may identify adversary or negatively [16-18].

This portion introduces the stereotypical condition of women in Bangladeshi cultural minds and its orthodox existence in organizational circumstances. Bangladesh is still a strong traditional patriarchal society [13,19,20]. Conventionally Bangladeshi women are treated as “shy, timid, and quiet” [21,22]. Purdah (Seclusion), literally called veil or curtain is the main barrier of women’s mobility, which strictly restricts the boundaries of women and to determine their roles in society and family [23]. The rules of purdah minimize opposite sexes interactions. It isolates women socially, and defines

acceptable behavior for women such as: submissive, ignorant, and not independent from men. In Bangladesh, rural girl’s education is rarely negated as compared to their boys. Besides, poor parents think that there is no return from girl child, rather girl child have some burden carried by their parents such as: marriage responsibilities, to meet dowry demands etc. compared to their boy child [23]. Thus the process of socialization reproduces and reinforces gender stereotypical role between male and female throughout their lives at home, organization and in other social boundaries.

In the last 25 years, the world has observed a massive expansion of export-oriented industrialization in third world countries, like Bangladesh is a developing country. This industry employs millions of young women workers [22]. Although not equal to men, women are now working in different types of organizations e.g. in school, college, university, bank-insurance company, various industries, servicing centers, law firms, defense, decision making organizations, government and non-government administrative positions etc. However, although gradually number of women is increasing in the Bangladeshi labor market, socio-culturally constructed norms envisage that women and men’s position is not equal. For example, most of the female labors in the garment industries are mainly involved in cutting, sewing, hemming, stitching, ironing, buttoning, and folding [22]. This is obviously seen as a gender-based skills compared to men whereas man mainly occupy supervisor or managerial positions. At the same time, men firstly introduce formal training, new technologies, and fashions. Women workers whom called “unskilled” are identified as marginal and low-paid labors (ibid, P: 151) and excluded from organizational and managerial training. Thus women are marginalized in managerial roles because gender stereotypical beliefs and practices.

Like many other countries, the participation of women in market economy especially in the managerial position of any kind of business firms in Bangladesh is seriously affected on limits by gender nature or stereotypes. Nevertheless, when men and women are in similar professions, clearly men’s earning, wages and profit is higher than women (ibid, P: 341). In Bangladesh although government job payment system is equal for men and women but non-government jobs salary is varied for men and women, especially in managerial position. Male than female mainly occupies educational institutions, bank, and insurance companies’ senior positions, which represent that strong gender stereotypes exist in the organizations. Besides these, women’s pregnancy and child rearing is further barrier to achieving stable or top most position of an organization [13]. Trade Union is still dominated by male, whereas women’s position is as a recipient [23,24].

Theoretical Background

The basic focus in this research is to identify the uttermost gender stereotypes practice in managerial positions of the organizations. Conventionally these type of stereotypes may have and do impact on career development of both male and female workers such as: responsible job, business situation, challenging work, management trainee, to be a successful manager, work for companies development, and leadership role etc. [25]. Gender stereotypes can also leave impact to hold top executive position, to be a better mother, to cope with pregnancy period, to gain mathematical and mechanical skill, ambition to be successful in the working world, to be assertiveness in business situations, to be self-confident, to gain competitive mentality, to be aggressiveness etc.

One of the important focuses in this research is to measure the impact of gender stereotypes in different organizations. Eagly and Carli

found that women in male dominated organizations suffer from gender stereotypes to a greater extent than female from more gender neutral or female dominated organizations. The most common and traditionally identified gender stereotypes are summarized in Table 1 below [9,26].

Masculine	Feminine
Less desirable	More desirable
Gender-relaxed	Gender-intensified
Aggressive	Not aggressive
Competent	Incompetent
Flexible	Rigid
Logical	Emotional
Dominant	Submissive
Independent	Dependent
Cruel	Kind
Extrovert	Introvert
Analytical	Verbal
Stable	Unstable
High control	Low control
Breadwinner	Housewife
Optimistic	Pessimistic
Decisive	Indecisive
Active	Passive
Open-minded	Close-minded
Not-nurturing	Nurturing
Worldly	Home-oriented

Sources: Fernandes, [27], Cenek [25], and Prentice et al. [4].

Table 1: List of identified gender stereotypes.

The above table shows how male and female are contextualized with stereotypical perception. Such stereotypes may ascribe men and women’s roles differently in the working organization according to male and female as a manager, leaders, executive etc.

Moore and Fernandes state that stereotypes about women as a manager can be divided into several basic parts or categories. These four important categories are: *Firstly*, one is potential to lead, managerial and professional competencies. This type is related to male and females basic capacity, through which they can control over their subordinates. It is assumed that to be a successful manager one should have some caliber such as: decision making capacity, creativity, objectivity and versatility, planning skill, awareness, achievement orientation, and cooperative with employee, especially to choose right employee [25,27]. According to this type it is thought that female are less qualified rather than their male partners to show the above discussed qualification required for managerial positions. *Second type* is the attributes of personality. This category is also based on an object of stereotypes. Moore’s study explores that personality trait, such as: flexibility, activity, sociability, assertiveness, credibility, emotional stability, control over emotions etc. are essential to become a good manager-which are more frequent with male characteristics. *Third type* is family vs. career, which is closely related to women, and stereotypes exist there strongly. Men are not considered a subject of stereotyping in these areas. Women affected more through stereotypes as a bridge, a wife, a mother, and overall as a caretaker of her own household. An employed woman’s career is at in a stake when she got married or become pregnant [25,28]. And *fourth type* stereotype is general skills. Women are thought to be less intelligent than men. It is thought that man has more organized skills, power to think more critically and to discuss, their memory is sharp and overall these are the qualities to be called general skill [25-27].

Moreover, gender stereotypes are extremely prescriptive. The qualities that ascribed on male and female shows that, this quality is essential for them. For instance, the belief, which is based on gender stereotype lesson them that female should be emotional, warm and nurturing. This belief is matched by a societal prescription that they are emotional, warm and nurturing by nature. Similarly, the gender stereotypic belief that male are athletic, agentic and analytical is matched by a societal prescription that they should be athletic, agentic, and analytical by nature [4]. Thus gender stereotypes beliefs and practices force and reinforce certain behaviors appropriate to male and female, which is considered as the qualifications for censoring managerial roles.

Method and Materials

Sample

The research is quantitative based on both primary and secondary sources of data. Empirical evidences were collected through a fieldwork using survey method for a period of two months from September 28, 2017 to November 27, 2018. Participants in this research were 260 employees from 6 different types business firms of Bangladesh. We used a combination of purposive and snowball sampling for selecting the respondents. The exclusion criterion was part-time employees, which means only the full-time employees were selected for this research. Most of the interviews took place in the organization premises where they work and a few were at their homes. For the secondary sources of data I have relied on available literature and documentation such as books, academic articles, periodicals, weekly and daily newspapers’ report and articles, specific surveys, official reports, databases, website and internet sources.

Women as managers scale (WAMS)

The focus of the research was on primary data, hence well-structured questionnaire was used for this study. Questionnaire was divided into two sections. While first section includes demographic information of the respondents, second section followed an adapted version of questionnaire popularly known as WAMS. WAMS is considered as a well-structured questionnaire, which is consisted of 21 attitudinal statements concerning different views of women holding managerial positions [29]. The reliability and construct validity of WAMS has been detailed in numerous studies. Women as manager scale included 11 favorably worded statements and 10 unfavorably worded statements (reverse coded for scale construction). The rate of agreement with each statement is evaluated on the 7-point Likert scale (1= Strongly Disagree to 7=Strongly Agree). While higher scores on the WAMS were associated with more favorable attitudes towards women in managerial roles, lower scores were associated with negative attitudes towards women-mangers-high rate of stereotypical thinking about women in managerial roles. WAMS consists of 3 specific factors: overall acceptance of women as managers related to managerial skills and competencies, organizational barriers related to gender stereotypical difficulties for women in managerial roles, and personal characteristics related to combination of work and family life of women. The original English questionnaire was translated into Bengali and the respondents give the interview in bilingual. The data were analyzed using SPSS version 22.0 for windows throughout the study.

Results and Discussion

Demographic background of the respondents

In total, 260 structured questionnaires were distributed among 260

full-time employees as respondents of this study in 6 types of business organizations. The total number of valid responses was 240, which accounts a response rate of 88.89 percent. 20 responses were found having inadequate information, since these were discarded. However, yielding response rate of 88.89 percent indicates that this rate is higher than the recommended rule-of-thumb baseline minimum of 20 percent for empirical studies [30]. Demographic profile of respondents shows that number of male and female respondents accounts 48.3% and 51.7% respectively. Among respondents married, unmarried and divorced comprise of 62.1%, 32.5% and 5.4% respectively. The average age of the respondents is 33.10 years, while minimum and maximum age was 20 and 58 years respectively. Regarding education of the respondents the below pie chart shows that majority of the respondents 62.1% completed their master's degree (17 years of education). Among the rest, 32.1% completed their bachelor degree (16 years), 4.2% completed their bachelor degree (15 years, pass course), and only 1.7% completed their postgraduate degrees (20 years) (Figure 1).

Regarding the types of organization of the respondents, Figure 2

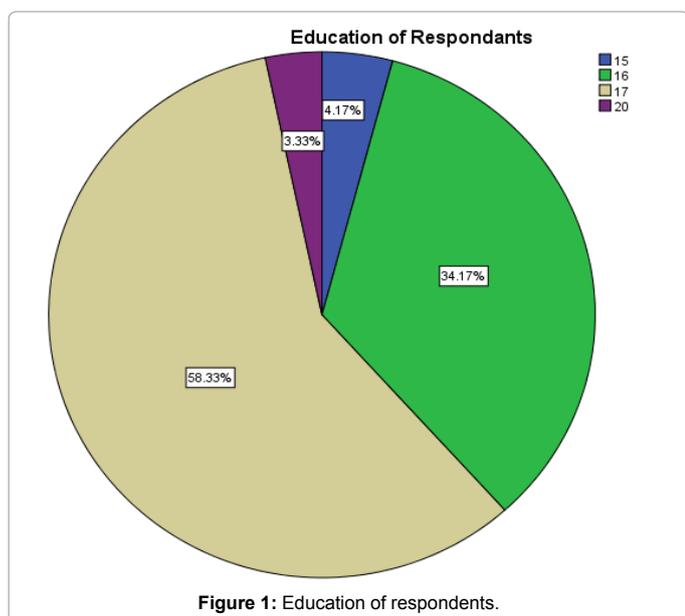


Figure 1: Education of respondents.

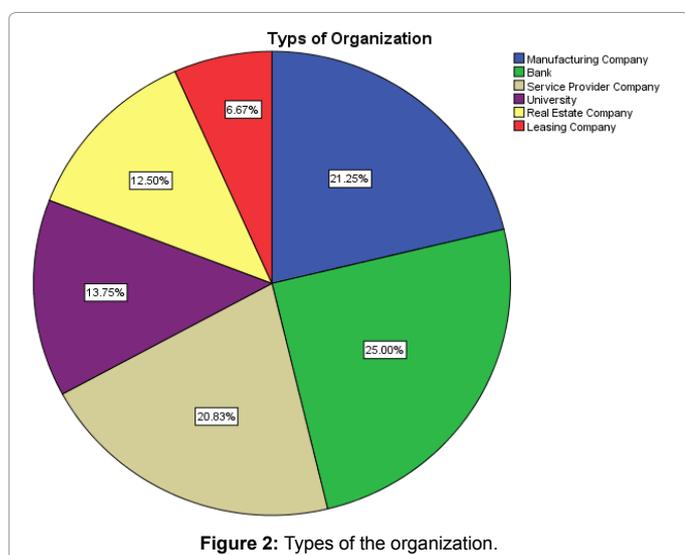


Figure 2: Types of the organization.

shows that while the highest number of respondents was from bank comprise 25%, the lowest number of respondents was 6.7% from the leasing company. From the other categories i.e. manufacturing companies, service provider, university and real estate company accounts 21.3%, 20.8%, 13.8%, and 12.5% respondents respectively.

Reliability test

Reliability test was conducted to examine the internal consistency of the questionnaire analysis. The Cronbach's α is equal to 0.703, which means the scale of gender stereotypes is internally consistent. Because this satisfies the minimum acceptable criterion of coefficient Cronbach's α 0.7. Exclusion of items 5, 8, 11 and 14 inflict an increase in the internal validity, since these items were excluded from further analysis.

Factor analysis

Factor analysis of all independent variables (WMAS) pertaining to the statements related to gender stereotypes for organization was conducted for the purpose of reducing the number of items into a manageable number of factors. A varimax rotated principal component analysis was used on 21 items for a sample of 240 respondents. The Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy was used to measure the adequacy of the sample for extraction of factors. The result shows that the KMO value of 0.843 is indicative of a data set considered to be highly desirable for factor analysis (Kim and Mueller, 1978). The Bartlett's Test of Sphericity examines the adequacy of the correlation matrix whether it is an identity matrix or multivariate normal. A significance value of $p=0.000$ indicates that the data do not produce an identity matrix. Thus the overall results for Bartlett's Test of Sphericity ($\chi^2 = 1306.214$, $df=210$, and $p=0.000$) implies that data are approximately multivariate, correlations matrix has significant correlations among at least some of the variables and acceptable for factor analysis.

Analysis of communality matrix shows that extraction of total 21 items yielded 5 factors explaining 53.885 percent of variance with eigen value >1 . The factors along with individual statements (contained in those factors) and factor loading (loading $.5$ are considered significantly contributing to that factor) are presented in the following scree plot and Table 1 and Figure 3.

From the graph of eigenvalues as it appears, up to five factors could

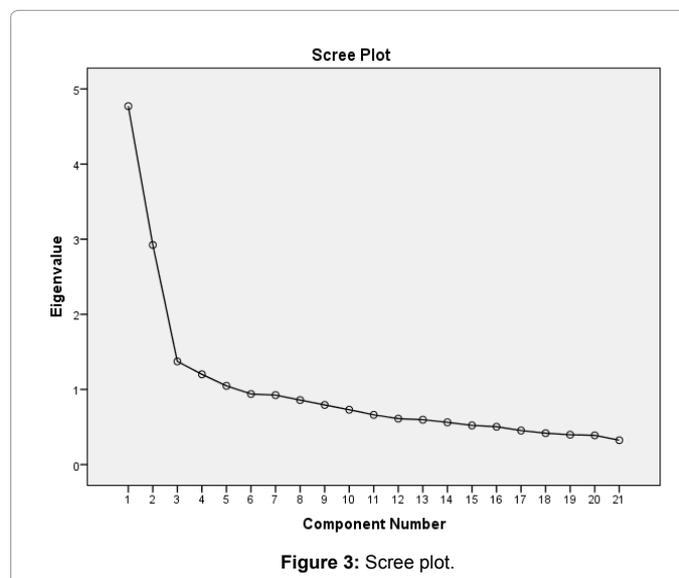


Figure 3: Scree plot.

be extracted according to Kaiser-Guttman rule Table 2. It is apparent from the eigenvalues that the first factor contained 7 items and it explained total variance of 22.715 percent. The second factor contained 6 items and it explained a total variance of 13.921 percent. While the third factor contained 3 items and it explained a total variance of 6.538 percent, the fourth factor contained 3 items and explained a total variance 5.721 percent and last and fifth factor contained 2 items and explained a total variance of 4.990 percent. Thus a total variance of 53.885 percent is explained through these five factors.

Items	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Cronbach's α
OBSG13	0.652					0.773
OBSG15	0.675					
PTGS16	0.555					
PTGS17	0.644					
PTGS18	0.581					
PTGS20	0.510					
PTGS21	0.683					
OAGS04		0.816				0.792
OAGS05		0.638				
OAGS08		0.614				
OAGS09		0.801				
OAGS10		0.604				
PTGS19		0.610				
OAGS01			0.634			0.646
OAGS03			0.835			
OAGS06			0.524			
OBSG11				0.591		0.471
OBSG12				0.666		
OBSG14				0.693		
OAGS02					0.745	0.087
OBSG07					0.431	

Note: Here OAGS means overall acceptance related to gender stereotypes, OBSG means organizational Barriers related to gender stereotypes and PTGS means personality traits related to gender stereotypes.

Table 2: Factor Loading (Varimax Normalize).

The Rotated Component Matrix presents five factors after rotation as it appears from the above table. To identify what these factors represent, it would be necessary to consider what items loaded on each of the five factors. Rotated Component Matrix table shows that five items (Cronbach's alpha 0.773) are loaded on factor one. An inspection of these items clearly shows that majority of these items (5 out of 7) reflect personality traits. Another two items also are included on factor one which reflects organizational barriers related gender stereotypes. Factor two contained 6 items (Cronbach's alpha 0.792) and among these majority of the items (5 out of 6) reflect overall acceptance of women as manager and 1 item reflect personality character related to gender stereotypes. Factor three contained three items (Cronbach's alpha 0.646) and all of these items again reflect for overall acceptance of women as managers. The last two factors (factors 4 and 5) were found very low on reliability index, hence dropped from further analysis.

Internal consistency of the subscales

An attempt was taken to examine the internal consistency of the subclass on the basis of the result of factor analysis of gender stereotypes questionnaire analysis.

- 1. Overall acceptance of women as managers:** From the test of overall acceptance (item no. 1-10) it shows Cronbach's α is equal to 0.435. The exclusion of any item does not lead to the increase of internal validity. However, Cronbach's α 0.435

demonstrate that in this subclass internal consistency is not reliable.

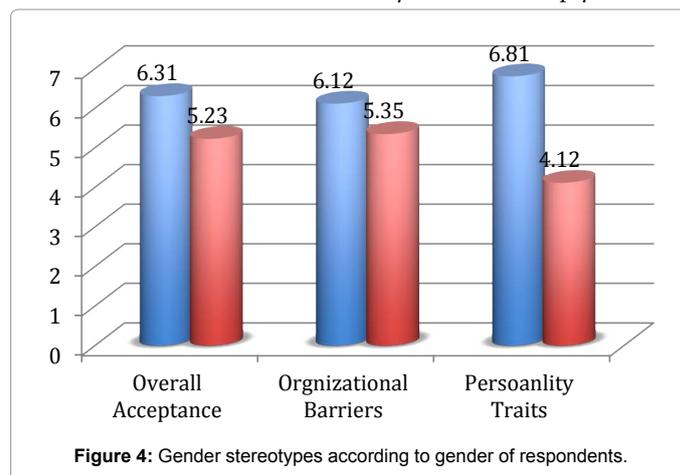
- 2. Organizational barriers:** From the test of organizational barriers (item no. 11-16) it shows Cronbach's α is equal to 0.431, which indicates that the internal consistency of this subclass is not also reliable.
- 3. Personality traits:** In this subclass the test shows Cronbach's α is equal to 0.637. But when item 19 is excluded; Cronbach's α rises to 0.734. Item 19 was excluded from further analysis. However, Cronbach's α equal to 0.734 indicate internal consistency of this subclass is highly reliable.

Item 19: Women possess the self-confidence required of a good leader.

The rate of gender stereotypes between male and female employees

An attempt was taken to examine the cross-gender differences in the rate of admitted gender stereotypes by comparing mean score between male and female respondents. Results are represented in the following Figure 4.

In Discussion it would be office to say that the overall psychometric



results of the underlying research demonstrate that an effective adaption of WAMS for the diagnosis of gender stereotypes in the Bangladeshi corporate culture has some limitations. However, as expected, the general score (the WAMS score) of the test for all the 240 subjects range between the moderate and the high level, and thus it is similar to other researches carried out with the respective scale. One of the fundamental limitations of this study is the type of research method considered for this study. The questionnaire used for this research was in its original English version created from items, which were categorized into 3 subclasses i.e. overall acceptance of women for managerial positions (items 1-10), organizational barriers for women to be a successful managers (items 11-16) and personality traits commonly adhered to managerial roles and positions (items 17-21). Some respondents mostly the women employees did not comply with the items 7, 14, 16 17, 19 and 20 as these items were found to be defective. These 6 items should be rephrased and their reliability should be tested on additional research samples.

The graph 4 illustrate that there are significant differences between male and female on the rate of gender stereotypes. From the graph we can see male employees compared to female employees, admitted to a

significantly higher rate of stereotyping of women as managers-which applies more or less in all subclasses of the questionnaire. Statistical result shows that male employees have a low score for the items in all subclasses, which entail women's low responsibility and low ability to contribute to the managerial roles. This finding validates the results of Kelly Global Workforce survey, which demonstrated that more women (18%) complain of gender discrimination than men (12%). This result is more significant for a traditional country like Bangladesh where male are not used to carry the command from female. In Bangladeshi society male partners are thought to be the natural breadwinner and gatekeepers, while female submissive character is a widely accepted norms. Moreover, a very high code of ethics is set for female employees and they are subjected to severe criticism if they simply develop formal relationships with their male colleagues in their work life-which is very important for a manager [31].

The statistical analysis from the compare of the mean score also demonstrates that both male and female employees perceived the issues of subclass personality traits as more challenging for female employees in the Bangladeshi corporate culture. This subclass consists of items related to women are not ambitious enough and women are not competitive enough to be successful leader and women cannot be aggressive in business situations that demand it. Other way around, most of these items pertain to personality traits associated with male managers qualities that admits women's lack of technical abilities, and their low self-confidence and ambition. However, the overall results in relation to comparing means indicates that within each sample, men favor less the idea of women as managers in comparison with the women in the respective group.

Further the empirical evidence investigated through this research fails to support the overall adaptation of WAMS in the Bangladeshi labor market to understand gender stereotypes for female employees managerial roles. In fact the sociocultural contexts in Western countries for which WAMS is originally developed found to be a misfit for a more traditional country like Bangladesh. In this vein some earlier researches, for instance Moor et al. argued that gender stereotypes depends on society's own culture which is changeable over time [32]. Moreover, the unanimous applicability of gender stereotypes is also questionable as some of them might be present in the perception of both sexes, others only in the perception of one sex. Since it is highly probable that attitudes and stereotypes that are present in the Anglo-Saxon population, where the WAMS was created, might not be applicable to the same extent in a Bangladeshi population, or their importance and strength might differ considerably. Moreover, this research is designed to measure the objective goal only in the context of the Western society's gender stereotypes in managerial roles where the WAMS was originally developed. But the objective goal as well as subjective views of the respondents of a traditional society like Bangladesh might differ from the Western countries to a significant level. For instance, the standpoint epistemology recognizes that from each positioning the world is seen differently [33].

Other way around, there is a considerable probability that some of negative attitudes and stereotypes present in the Bangladeshi culture might not be covered in WAMS. Among other problems selection of the respondents for this research also might a mentionable problem. Bangladesh is a patriarchal society where women are not used to talk freely about their problems with outsiders. Moreover, Bangladeshi women are shy, timid and used to remain in seclusion. Giving interview by women with an outsider is strictly controlled both at home and workplaces. These sociocultural barriers might contribute

to be ineffective of full adaption of WAMS in the Bangladeshi context. However, the present article analyzed the gender differences in relation to attitudes towards women as managers within the groups of male and female employees. The widespread conception according to which women have less managerial skills and characteristics than men do is confirmed by the present study.

Conclusion and Future Research

The principal objective of this research was to examine women as manager scale in the context of Bangladeshi business organization. The statistical analysis demonstrates that there are inconsistencies among the factors between original WAMS and Bangladeshi version of the questionnaire. However, although the identical adaptability of WAMS in the Bangladeshi context has some shortcomings, the practice of gender stereotypes in the Bangladeshi working environment still works as a vital factor. While the subclass of overall acceptance and organizational barriers is internally inconsistent, the subclass personal character is highly consistent-which means female employees' managerial roles are still plagued with stereotypical issues. On the issue of personal traits female employees express their views explicitly and they are of the opinion that people do have stereotypical beliefs and aptitudes while males on the other hand admitted it partially.

Thus there is little doubt that women continue to be disadvantaged in the workplace and underrepresented in leadership positions. Bangladesh ranked as one of the topmost country (ranked 139 out of 188 countries) in the gender inequality index (UNDP, 2016). Given a male dominated society, gender stereotypes reinforce a situation where males refuse to adhere to instructions given to them by their female superiors, negative comments are passed against female manager, and directives from female managers is less obeyed and females with qualification equal to those of men being considered less competent in the Bangladeshi organizations culture. However, through this research problematic items have been identified which warrant to be reformulated and tested on a different research sample in future research.

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