

THE PERCEPTION OF GENDER STEREOTYPES IN MANAGERIAL POSITIONS OF INDUSTRIAL COMPANIES

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Abstract: Managing people is the basis of the existence of any company, which determines the achievement of economic, managerial and social goals. In this context, an irreplaceable place belongs to the company's management and individual managers. The complexity of managerial work gives high demands on managers at all levels, which apply equally to men and women. The issue of gender stereotypes in today's dynamic and constantly changing world is still the subject of many research studies. The presented study deals with the issue of gender stereotypes in managerial positions in large industrial companies. The research, which was carried out on a sample of 453 respondents, revealed the results applicable to theoretical research of the issue and business practice. This research is focused on examining the relationship between filling managerial positions in terms of gender. The achieved p-value ($p = 0.0001$) confirmed the relationship between filling managerial positions by men and women. Based on the results, it can be stated that men hold positions in top management to a greater extent than women. However, the relationship between gender and opinion on filling managerial positions was not confirmed according to the calculated p-value ($p = 0.1039$). The research was also focused on examining the relationship between the salary of men and women working in a position within the same level of management (gender pay gap). Based on the data results and calculated p-value ($p = 0.0005$), the salary differences between men and women were confirmed. Therefore, it can be argued that women are paid less than men in a position within the same management level. This research points out the gender stereotypes between men and women in managerial positions and the fact that women can also hold top managerial positions and run a successful company achieving the set goals.

Key words: gender stereotypes, management, men, women, salary, industrial enterprises.

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Introduction

Management presents the theory and practice of managing an organization in conditions of the market economy. Thanks to management, it is possible to

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coordinate work activities to carry out effectively and purposefully. Management is essential for any organization at all levels, regardless of where the organization is located or operates (Cicea, 2020; Habanik et al., 2020). The role of management is to manage the work of the organization, the people of the organization and its production. In the field of management activities, it is relatively complicated to manage several tasks arising from the position of managers in a hierarchical management system. Cooperation, good interpersonal relationships and stimulating people are among the principal means leading to the prosperity, quality and professionalism of business (Liem and Hien, 2020; Churilova et al., 2019; Dhurup et al., 2020). Human resource management is one element that enables a company to remain competitive in the current turbulent conditions. Effective human resource management allows competent and innovative employees to contribute to the achievement of organizational goals (Gede Riana et al., 2020; Rajiani and Kot, 2020; Šíp, 2018; Yerznkyan et al., 2021). Flexible leadership is one of the basic tools for dealing with the problems caused by the global economic environment (Kuznetsova et al., 2021; Ginevičius, et al., 2021; Sabol et al., 2020). Properly motivated employees are important for the company, and they increase the productivity of company (Costa et al., 2020; Ślusarczyk et al., 2020). Innovation is not a gender-neutral activity, as integrating gender requires a deep transformation of policymaking (Stavytsky et al., 2020). Addressing gender stereotypes is challenging as they sometimes influence people's impressions and judgments without realizing it. Despite progress on many aspects of gender equality, such as universal suffrage or education, it can be seen that there are still areas where gender stereotypes have a strong impact. Perceptions of the status and role of men and women have changed significantly over the centuries. Almost lawless women have become women holding top managerial positions in international corporations. However, not to the extent that most of them might wish. The representation of women on the board of directors or management is often considered a good decision, as women are expected to increase their company's value through their performance (Hoang and Huynh, 2020; Pacheco, 2020). The paper is focused on the analysis of gender stereotypes in large industrial enterprises. The issues, such as the filling of managerial positions by men and women, opinions on such filling of job positions and gender pay gap, were examined.

The structure of the paper is as follows. The first section provides an introduction to the analysed research area and a literature review on gender stereotypes. The second section contains information about the methods used, the description of the research sample and the method of data collection. In the third section of the paper, the established hypotheses of research are verified, and their statistical evaluation is supplemented by tables and graphical representations. The discussion part is focused on the comparison of the results of the present study with the results of other studies related to this context. In the last section of the paper, in addition to the main conclusions of the study, the managerial benefits of the issue of gender

stereotypes, the limits of research and also the future direction of research are described.

Literature review

The most important element in management is represented by people who are coordinated by managers through rational activities and thus ensure the fulfillment of goals, efficiency of processes and overall success of the company. In the current unstable market environment, not only expertise is enough to hold managerial positions, but above all, the need and ability to lead people, to encourage and understand them. While managing employees, it is possible to meet different types of people, diversity of personalities or personality traits. This fact leads to the question of how to manage these people properly (Nastacă, 2020; Smolarek and Sułkowski, 2020). With regard to new job opportunities, a new quality of life and conditions in the field of education, space has been created for self-realization in business management not only for men but also for women. In the past, the typical representatives of business management were mainly men. At present, women who have the prerequisites, as well as men, to direct work with people in such a way that it is effective and beneficial for the company, society and other interest groups are also being held in managerial positions (Bielinska-Kwapis and Brown, 2013; Adusei, 2019; Tsymbaliuk et al., 2020). Gender stereotypes are simplistic, unrealistic images of masculinity and femininity, idealized and expected patterns that accompany us in all areas of life. The structure of gender stereotypes is created by a sharp bipolarization of the characteristics embodying femininity and masculinity that women and men are supposed to symbolize (Bernardi et al., 2019; Libáková and Balogová, 2019). The boundaries between these characteristics are impassable and maintained through negation or logical reasoning either-or (e.g., either something is rational or emotional), or unequal, asymmetric and hierarchical relationships between polarities (Ellemers, 2018). If male and female characteristics, activities, behaviors, roles and expectations are too rigid and unambiguous, men and women do not have the opportunity to make more variable and flexible decisions and develop their personalities (Bugeja et al., 2012; Fernández Puente and Sánchez-Sánchez, 2021; Fitza, 2014; Garbarčík, 2019).

It is well known that there are certain personality differences between men and women. These affect not only relationships in the workplace but also work ethic and management. The American company Good and Co (2018) analyzed the personalities and leadership styles of managers – women – working in a wide range of industries. The research results revealed differences in interactions with employees when a woman or a man was at the head of management. However, it was surprising to find out that women tend to have a higher level of authority and empathy than men, which may seem contradictory. While research on management styles generally distinguishes between an empathic, encouraging, and more authoritative approach, many women have found a way to balance these two approaches. This finding suggests that women holding managerial positions are

more likely to show a higher level of understanding while maintaining a high level of authority. However, women are more susceptible to lower level of social trust, assertiveness and desire to gain recognition or status. Rather, they tend to treat their team members fairly and provide support. When making a decision, they consider all aspects of the situation, including interpersonal and emotional factors, which are mostly overlooked or ignored. Despite all these positive characteristics, female managers are more prone to insecurity, low self-esteem and anxiety. This is probably due to the fact that women are more concerned about how they are perceived by their surroundings, colleagues and employees.

In general, women in the European Union are still paid less than men. The gender pay gap (16% on average) and huge differences between individual member states are visible. Table 1 shows in % of the differences between the salaries of men and women working in managerial positions.

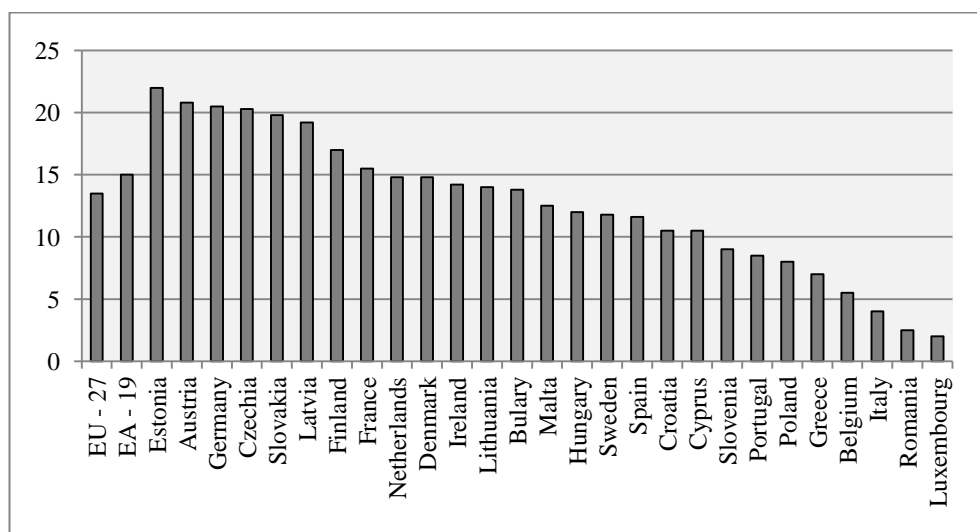


Figure 1: Gender pay gap in European member states (%)

Source: Eurostat, 2019

The gender pay gap is the difference between the average gross hourly earnings of men and women expressed as a percentage of the average gross hourly earnings of men. Approximately two-thirds of the gender pay gap cannot be explained by gender differences in education, job choice, working time and other observable characteristics that reveal a clear discriminatory factor. In this case, discrimination based on sex is associated with discrimination based on race, migrant status, religion, sexual orientation and disability (Aiston and Jung, 2015; Almer et al., 2013; Abdullah et al., 2016; Chen et al., 2016). There are several reasons why this difference between the remuneration for men and women still exists: gender-segregated labor and industry markets, gender stereotypes, lack of work-life balance and expectations that women will be primary mothers, head of the families,

that often leads to career breaks or transition to part-time job (Guarino and Borden, 2017; Wang et al., 2019). In today's world of globalization and ever-increasing competition, a quality leader and manager is an integral part of a functioning and prosperous company. Although managerial positions are held primarily by men, the proportion of women as managers are slowly increasing, and valuable female qualities are coming to the fore, such as the effort to manage people interactively and to take into account the opinion of the person providing relevant information (Quintana-García and Benavides-Velasco, 2016; Kirsch, 2018; Triana et al., 2019). Based on the above-mentioned research studies, the following hypotheses were set: H1: There is a statistically significant relationship between the filling of managerial positions by men and women.

H2: There is a statistically significant relationship between gender and opinion on filling managerial positions.

H3: There is a statistically significant relationship between gender and salary for a position at the same level of management.

Data and methodology

This research is focused on examining the perception of gender stereotypes in managerial positions in large industrial companies. The opinions in filling managerial positions in terms of gender, as well as differences in the salary of men and women working in a position within the same level of management (gender pay gap), were the subject of our interest. The research was carried out on the basis of established hypotheses, which were subsequently verified by the application of advanced statistical methods. While obtaining the necessary data for research, the most common questionnaire method was used. The questionnaire was compiled using the Google form application and sent via an online platform to respondents. The first part of the questionnaire consisted of identification questions focused on the respondent's gender, age, education and actual job position. The second part of the questionnaire focused on the questions related to respondents' opinions on the issue of gender stereotypes. In the questionnaire, respondents could provide an answer with a predetermined choice using the Likert scale composed of series of five options from "Strongly agree", through "Neutral" to "Strongly disagree". A certain type of questions was also given with the possibility of an open answer, where respondents could express their opinion on the analysed issue.

While selecting respondents, the following factors were taken into account. The analyzed respondent (company) must be included in the category of large enterprises, i.e. it has more than 250 employees, and according to the NACE classification (2020), it must meet the criteria of an industrial company. The selection of respondents was carried out in accordance with a probability theory and random selection method, so every company has the same choice to participate in research. The data was obtained from an internet portal managed by DataSpot, l.l.c. and the Slovak Business Agency. The questionnaire survey was conducted from July to December 2020. During this period, about 1,350 questionnaires were

sent, but the return of questionnaires reached the level of 33.56% (453 completed questionnaires). The data from respondents was processed by methods of analysis, comparison, synthesis, selection, induction and deduction and by using research methods, such as descriptive statistics, contingency tables and others. The established hypotheses were verified using the Pearson's Chi-square test of independence and the Correspondence analysis examining the relationships between the various categories of two categorical variables. For statistical data processing, the program StatSoft version 12.0 was used.

Results

The research was focused on examining the perception of gender stereotypes in managerial positions in large industrial enterprises. The answers obtained from the respondents were the subject of verification of the established hypotheses, on the results of which the final research conclusions were formulated. The first established hypothesis (H1) was set as follows:

H1: There is a statistically significant relationship between the filling of managerial positions by men and women.

To evaluate the hypothesis H1, the method of Pearson's Chi-square test of independence and the Correspondence analysis were conducted. Table 1 presents the absolute and relative frequencies of respondents' answers.

Table 1. Absolute and relative frequencies of respondents' answers (H1)

Gender	Top management		Middle management		Operational management		Total
	Abs.	Rel.	Abs.	Rel.	Abs.	Rel.	
Man	76	16.67%	89	19.50%	47	10.58%	212
Woman	21	4.74%	78	17.11%	142	31.39%	241
Total	97	21.41%	167	36.61%	189	41.97%	453

Source: Authors' processing

Based on the results of Pearson's Chi-square test of independence (19.3757) and the number of degrees of freedom ($df = 2$), the level of significance $p = 0.0001$ was achieved. Thus, it can be stated that (at the selected level of significance $\alpha = 0.05$) there is a statistically significant relationship between the filling of managerial positions by men and women. According to these results, the first established hypothesis (H1) was accepted. The results are shown in Table 2 below.

Table 2. Results of Pearson's Chi-square test of independence (H1)

Value	Error probability	Degree of freedom	Critical value
$p = 0.0001$	$\alpha = 5\% (0.05)$	DF = 2.00	$\chi^2 = 0.01$

Source: Authors' processing

When analyzing the results of hypothesis H1 through the Correspondence analysis in the form of a correspondence map (Figure 2), it is clear that men primarily hold positions in top management, while women most often work in operational management. This conclusion was confirmed at a statistical significance level of 0.5.



Figure 2: Results of the Correspondence analysis (H1)

Source: Authors' processing

The second established hypothesis (H2) was focused on examining the opinions of men and women on filling managerial positions. The hypothesis H2 was established as follows:

H2: There is a statistically significant relationship between gender and opinion on filling managerial positions.

To verify the above-mentioned hypothesis H2, the Pearson's Chi-square test of independence and the method of Correspondence analysis were used. Table 3 presents the absolute and relative frequencies of respondents' answers.

Table 3. Absolute and relative frequencies of respondents' answers (H2)

Gender	Top management		Middle management		Operational management		Total
	Abs.	Rel.	Abs.	Rel.	Abs.	Rel.	
Man	73	16.11%	0	0%	139	30.68%	212
Woman	114	25.17%	9	2%	118	26.09%	241
Total	187	41.28%	9	2%	257	56.77%	453

Source: Authors' processing

By statistical verification of the hypothesis using the Pearson's Chi-square test of independence, the value of 4.4277 was achieved, which, with the number of degrees of freedom (df = 2), achieved the level of significance $p = 0.1039$. At the

selected level of significance $\alpha = 0.05$, there is no statistically significant relationship between the gender category and the opinion on filling managerial positions. Therefore, the second established hypothesis (H2) was not accepted. The results of statistical verification are presented in Table 4. Based on the answers of the respondents, it can be concluded that both men and women are inclined to the opinion that managerial positions are filled regardless of gender.

Table 4. Results of Pearson's Chi-square test of independence (H2)

Value	Error probability	Degree of freedom	Critical value
$p = 0.1039$	$\alpha = 5\% (0.05)$	DF = 2.00	$\chi^2 = 0.01$

Source: Authors' processing

The third research hypothesis (H3) aimed to examine the gender pay gap – the average difference between the remuneration for men and women who are working. The third established hypothesis H3 was formulated as follows:

H3: There is a statistically significant relationship between gender and salary for a position at the same level of management.

The last hypothesis H3 was verified using the Pearson's Chi-square test of independence with detailed analysis through the method of Correspondence analysis. Table 5 presents the absolute frequencies of respondents' answers, while Table 6 is the relative ones.

Table 5. Absolute frequencies of respondents' answers (H3)

Gender	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Man	41	41	9	24	97	212
Woman	94	70	30	0	47	241
Total	135	111	39	24	144	453

Source: Authors' processing

Table 6. Relative frequencies of respondents' answers (H3)

Gender	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Man	8.92%	8.92%	1.87%	5.36%	22.51%	47.32%
Woman	20.53%	15.18%	6.25%	0	10.17%	52.68%
Total	29.45%	27.10%	8.13%	5.36%	32.68%	100%

Source: Authors' processing

Based on the results of Pearson's Chi-square test of independence (20.0174) and the number of degrees of freedom ($df = 4$), the level of significance $p = 0.0005$ was achieved. At the selected level of significance $\alpha = 0.05$, there is a statistically significant relationship between the gender category and the opinion that women

are paid less than men in a position within the same level of management. According to these results, the third established hypothesis (H3) was accepted.

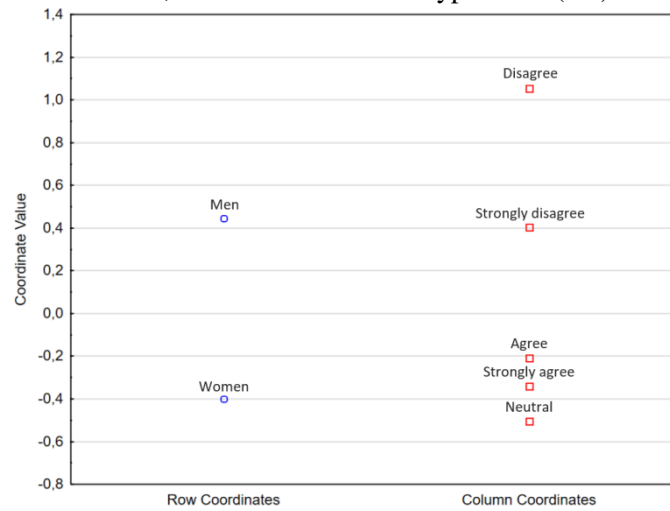


Figure 3: Results of the Correspondence analysis (H3)

Source: Authors' processing

While analyzing the results of the hypothesis H3 through the Correspondence analysis in the form of a correspondence map (Figure 3), it is clear that men were inclined to answers “disagree” and “strongly disagree”, and, conversely, women preferred answers “agree” and “strongly agree”. This conclusion was confirmed at a statistical significance level of 0.5.

Discussion

Gender stereotypes in managerial positions are among the topics that are often the subject of empirical studies and researches. This section compares the results of the present study with the results of other studies related to this context. Research conducted by Castaño et al. (2019) demonstrates that descriptive and normative stereotypes influence decision-making processes through the apparent perception of women as less suitable for managerial positions. According to Morgenroth et al. (2020), men remain overrepresented in leadership positions, with male stereotypes being more similar to managerial stereotypes than women's stereotypes. Owalla and Al Ghafri (2020) draw attention to the downplaying of leadership and managerial roles of women and the subsequent marginalization of their social status. Novo-Corti et al. (2018) researched Spanish university graduates with an economic focus, which found out the disproportionately low number of women who tend to reach managerial positions in companies and examined the factors explaining why women are relatively far from reaching senior management positions. These factors included external factors, such as gender stereotypes or

organizational policies of companies, and internal factors, such as self-confidence and self-esteem. Gender stereotypes also exist in the remuneration of men and women. According to Wiedman's study (2020), the massive pay gap between women and men in Canada does not diminish over time. A study by Chattopadhyay (2020) conducted in India revealed that women working in managerial positions of IT companies were paid less than men in achieving the same results and performance standards. In another study, the authors Rivera and Tilcsik (2019) focused on examining how gender stereotypes in terms of remuneration depend on the design of tools used for the assessment of employees. These results indicate how seemingly small technical aspects of performance appraisal have a major impact on the position of men and women in a company. In summary, these authors state that the gender pay gap is much more significant in the case of a higher managerial position (in favour of men).

The above-mentioned research findings are very similar to the main results of present research – the representation of men and women in senior management positions is not equal and proportional, while women working in the same managerial position are paid less than men.

Managerial implications

In the current labor market, the gender stereotypes in managerial positions are one of the long-standing problems faced mainly by women. Managerial positions are a typical example of the differences in the filling of leadership managerial positions by women and their subsequent evaluation compared to men. However, there is no reason that should affect the lower status of women. Equal opportunities in filling managerial positions and remuneration should be a strategic goal, in the achievement of which the emphasis is on creating conditions leading to the strengthening of equal status for men and women. Society should focus intensively on removing barriers, creating equal conditions for filling managerial positions for men and women, and reducing disparities in remuneration of women compared to men. It is vital to get this issue into the public consciousness and include it in essential aspects of social life. Modern business management should give women the same status as men and appreciate women's qualities for the successful management of the organization. Female managerial qualities are characterized by flexibility, versatility, sharing of information and competencies. Women in top management positions tend to avoid negative criticism; they prefer to praise their co-workers and subordinates, showing them more compassion and understanding. Eliminating gender stereotypes will improve the positive atmosphere in companies and increase employee morale. Besides, this also leads to a better image of the company, increases credibility, openness and trust in the public and ultimately contributes to achieving the goals (Malkus, 2018), not only of the company but also other stakeholders. Figure 4 illustrates a model of gender role expectations, motivation to form an accurate impression and the enterprise performance.

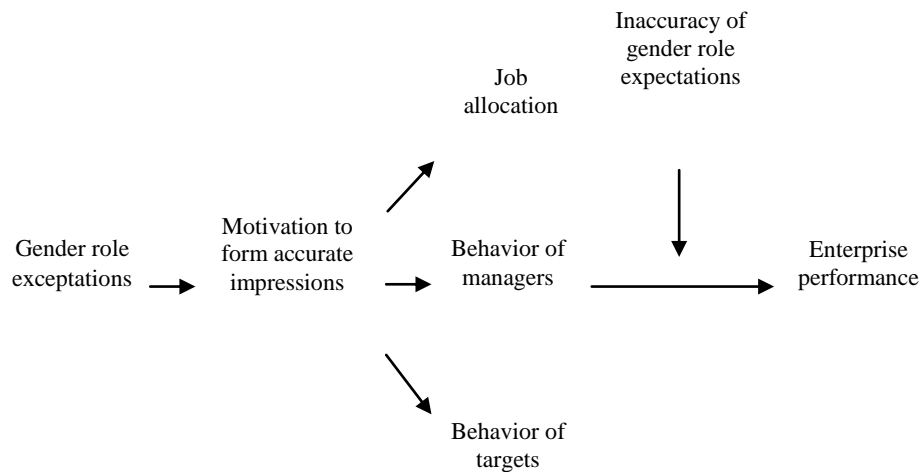


Figure 4. Model of gender stereotypes in managerial positions

Source: Dijkl and Marloes, 2019

Conclusion

Holding managerial positions in companies is still perceived as a predominantly male affair. However, the emancipation of women appears more and more frequently in the field of organizational management. An increasing number of women hold top management positions and use typically female qualities to perform managerial job responsibilities. This research paper addresses the issue of gender stereotypes with a more detailed focus on filling managerial positions in large industrial enterprises on the basis of gender. The research results point to differences in the filling of managerial positions by men and women; top managerial positions are represented more often by men than women. An interesting result was recorded in the opinion on filling these managerial positions. According to the answers of the respondents, there are no differences. However, this is contrary to reality. According to the results of the questionnaire survey, men are represented in managerial positions more often than women. The research also confirmed the existence of a gender pay gap within the analysed large industrial companies; women working in the same managerial position are paid less than men. It can be a serious problem from a public policy perspective even when the reason for the gap is entirely voluntary because it reduces economic output and means that women are more likely to be dependent upon welfare payments, especially in old age.

The selection of a research sample is considered to be the main limitation of the paper. In general, employees of industrial enterprises are more represented by men

than women, so in another sector (with a higher representation of women), the results could be significantly different.

The future research direction will be focused on analyzing the situation in other economic sectors. Exploring the factors that cause these gender stereotypes (such as depression, self-harm or loss of self-confidence at work) will also be the subject of future intended research.

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POSTRZEGANIE STEREOTYPÓW PŁCI W STANOWISKACH KIEROWNICZYCH FIRM PRZEMYSŁOWYCH

Streszczenie: Zarządzanie ludźmi jest podstawą istnienia każdej firmy, od której zależy osiągnięcie celów ekonomicznych, zarządczych i społecznych. W tym kontekście niezastąpione miejsce należy do kierownictwa firmy i poszczególnych menadżerów. Złożoność pracy kierowniczej stawia wysokie wymagania menadżerom na wszystkich szczeblach, które dotyczą w równym stopniu mężczyzn i kobiet. Kwestia stereotypów płci we współczesnym dynamicznym i ciągle zmieniającym się świecie jest nadal przedmiotem wielu badań naukowych. Prezentowane badanie dotyczy problemu stereotypów płci na stanowiskach kierowniczych w dużych przedsiębiorstwach przemysłowych. Badanie, które zostało przeprowadzone na próbie 453 respondentów, ujawniło wyniki mające zastosowanie do badań teoretycznych zagadnienia i praktyki biznesowej. Niniejsze badanie koncentruje się na zbadaniu zależności między obsadzeniem stanowisk kierowniczych pod względem płci. Uzyskana wartość p ($p = 0,0001$) potwierdziła związek między obsadzeniem stanowisk kierowniczych przez kobiety i mężczyzn. Na podstawie uzyskanych wyników można stwierdzić, że mężczyźni zajmują wyższe stanowiska kierownicze w większym stopniu niż kobiety. Jednak związek między płcią a opinią o obsadzeniu stanowisk kierowniczych nie został potwierdzony na podstawie obliczonej wartości p ($p = 0,1039$). Badania koncentrowały się również na zbadaniu zależności pomiędzy wynagrodzeniami kobiet i mężczyzn na stanowiskach na tym samym szczeblu zarządzania (różnica w wynagrodzeniach kobiet i mężczyzn). Na podstawie wyników danych i obliczonej wartości p ($p = 0,0005$) potwierdzono różnice w wynagrodzeniach kobiet i mężczyzn. Dlatego można argumentować, że kobiety zarabiają mniej niż mężczyźni na tym samym szczeblu kierowniczym. Badanie to wskazuje na stereotypy dotyczące płci występujące między kobietami i mężczyznami na stanowiskach kierowniczych oraz fakt, że kobiety mogą również zajmować najwyższe stanowiska kierownicze i prowadzić odnoszącą sukcesy firmę, osiągając wyznaczone cele.

Słowa kluczowe: stereotypy płci, zarządzanie, mężczyźni, kobiety, wynagrodzenie, przedsiębiorstwa przemysłowe.

工业公司管理职位中的性别定型观念

摘要: 管理人员是任何公司赖以生存的基础，它决定着实现经济，管理和社会目标的过程。在这种情况下，一个不可替代的地方属于公司的管理层和个人经理。管理工作的复杂性对各级管理人员提出了很高的要求，男女同等适用。在当今瞬息万变的世界中，性别定型观念问题仍然是许多研究的主题。提出的研究涉及大型工业公

司管理职位中的性别定型观念问题。该研究是对453位受访者的样本进行的，揭示了适用于该问题和业务实践的理论研究的结果。这项研究的重点是从性别角度研究填补管理职位之间的关系。达到的p值（ $p=0.0001$ ）证实了男性和女性担任管理职位之间的关系。从结果可以看出，男性在高层管理人员中的职位比女性更大。但是，根据计算出的p值（ $p=0.1039$ ），性别和对担任管理职位的见解之间的关系尚未得到确认。该研究还侧重于研究在同一管理级别（性别工资差距）内工作的男女工资之间的关系。根据数据结果和计算出的p值（ $p=0.0005$ ），确认了男女之间的工资差异。因此，可以说，在同一管理级别的职位上，妇女的工资比男子低。这项研究指出了在管理职位上男女之间的性别定型观念，以及妇女还可以担任高级管理职位并经营一家成功实现既定目标的公司这一事实。

关键词：性别定型观念，管理，男人，女人，薪水，工业企业。