THE INFLUENCE OF FAMILY CHORES AND GENDER STEREOTYPES TOWARDS WOMEN LEADERSHIP

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ABSTRACT

This study was to investigate the influence of family chores and gender stereotypes towards women leadership in the Government-Linked Companies (GLC) in Kuantan, Pahang, Malaysia. The data collected through questionnaires from employees in the Government-Linked Companies (GLC) Companies, were used and tested to find the relationship between the variables. A total of 504 questionnaires were distributed and only 258 questionnaires were returned. The survey was conducted using convenience sampling method. The data collected were analyzed using Statistical Package for the Social Sciences (SPSS). Results from the findings showed that family chores and gender stereotypes has significant relationship to women leadership. Although the result showed family chores and gender stereotypes had significant relationship, we proposed more research to be conducted in the future as this study is vital and is expected to help increase the awareness of the importance of women in the organizations. By understanding the influence of family chores and gender stereotypes towards women leaders, it will be beneficial for organizations because women comprises of 30% of the current workforce. Thus, women employees are valuable assets of the organizations.

Keywords: Family Chores, Gender Stereotypes, Women Leadership

INTRODUCTION

The involvement of women as leaders in an organization today demonstrates that today's women have taken steps towards a different transformation compared to women in the past. The achievement of female leaders today have been shown through their involvement in the organizations leading to the achievement of organizations' goals and objectives. The contribution of women in Malaysia from the past until today cannot be denied.

Unfortunately, the professional working women faced barriers and challenges labelled by other people as they are often regarded as emotional people, have a fierce attitude towards their subordinates and are also irrational in making decisions; possibly due to the pressures they faced when they hold high positions and also as a leader within in an organization. According to Surawicz (2016), there have been over 50% increase in the numbers of women in medical school and in medical training, but unfortunately the number of women who advance to senior and leadership positions is still low. Her research showed the number of women in leadership roles in academic medicine are not equivalent to the number of women entering the field of medicine, mainly due to the glass ceiling (referring to an invisible barrier to advancement) (Surawicz, 2016; Jackson, 2001; Chugh & Sahgal, 2007) and the leaky pipeline (the loss of women faculty along the path, or pipeline, to advancement) (Surawicz, 2016).

The issues related with women's diligence toward leadership positions started in the sociological convictions of a women's part and the obligations of work and family (Eagly & Carli, 2007). Historically in all human communities, women are deemed to have been ignored (Shahtalebi & Yarmohammadian, 2012). Women faced barriers in attaining managerial position as they had to tolerate more challenges than men. Other barriers related to women's career advancement include sexual discrimination (Ledwith & Manfred, 2000; White, 2003; Alborzi & Khayer, 2008; Gopal, 2008), women's biological clock, lower starting salaries, unequal salaries, bias in the workplace, lack of gender equality, poor mentoring, unfair promotion policies, and unfair competition with men, and also institutional environment or climate that is noncollaborative and biased in favor of male (Surawicz, 2016; Sandberg, 2015). Interestingly, Sandberg (2015) pointed out that a 2011 McKinsey report found a differential treatment to men and women; whereby men are promoted based on potential, while women are promoted based on past accomplishments.

Effective leaders have been associated with stereotypical masculine; for example, readiness to take risks, task orientation and competitive. Most recent research, demonstrate that high level executives and female middle level managers are no longer compared with successful leadership having these masculine characteristics. The experience of the female leaders demonstrates that there are no distinctions in authority effectiveness and their capacity from their accomplished male partners. Both male and

female own a high requirement for accomplishment and control, and both show firmness, taking chances, independent and have different traits and practices related with authority. Furthermore, the moment that male and female have built up themselves as leaders in associations, women do not act or perform otherwise in contrast to men (Rosenthal et al., 2017). The capabilities and characteristics that belong to strong women to dominate the barriers and obstacles that are essential to ensure the success and career progression of such women in managerial positions are called "Resiliency Theory" (Ledwith & Manfred, 2000; Gopal, 2008; Hoyt & Blascovich, 2008; Gleeson & Knights, 2008; Christman & McClellan, 2008). In short, in order for women to be effective leaders, they must be resilient.

PROBLEM STATEMENT

Toh and Leonardelli (2013) agreed that women can be leaders; for example cases of women pioneers, including previous E-Bay and current Hewlett-Packard CEO Meg Whitman, Oprah Winfrey, and Supreme Court Justice Ruth Bader Ginsburg. A few women saw photos of these pioneers and an account of their achievements. Noticeable pioneers like Indra Nooyi and Irene Rosenfeld (Kraft) should be viewed as productive as the end goal to adequately satisfy their capacity as good examples. In entirety, by expanding introduction of productive women pioneers in free societies; regardless of whether through prominent authority positions or incessant contact, we can diminish the convictions that women and administration are inconsistent. With such a barrier off the beaten path, authority classification and self-order procedures, women can rise as pioneers.

According to Hora (2014), the study shows that women in higher open administration and basic leadership positions and additionally in group based associations is seen as of low importance. Accentuations are given for the task of women in low positions, for example, routine manual, administrative, and line specialist. Absence of women's portrayal and investment has been ascribed to a few variables and limitations. A portion of the requirements watched incorporate authoritative structures that restrain women's support, negative mentalities towards women's cooperation and the current desires of conventional and social parts for women.

Besides that, women's ability to take an interest at authority levels is confined due to over weight of family obligations, social desires and stereotyping that home is where the place is for woman. Therefore, it can be presumed that, if men alone are believed to be settling on choices of open significance, at that point boys and girls, women and men can be driven into trusting that women have no real place in such basic leadership. This has an inevitable impact, implying that women and young ladies do not consider themselves to be vital chiefs and neither do men and boys; and men and boys are legitimated in keeping women and young ladies out of basic leadership positions (Hora, 2014).

As stated by Lukaka (2013, 2015), women frequently need flexibility of topographical portability which obstructs their vocation improvement for the most part as a result of their kids tutoring and other family commitments. Despite the fact that ladies perform in an indistinguishable range from men, managers are reluctant to advance them due to their family commitments. It is confirmed by Sidani et al. (2015) that proposed females in different settings confront an initiative deficiency molded by strengths which interweave together to encourage a setting unwelcoming and unappreciative of their administration potential.

Interestingly, Sidani et al. (2015) believed that the gender advantage display depicts women's achievements where changing societal parts, positions of authority, and authoritative practices are causing an interest for an initiative style more run of the mill of women. Women are getting more instructed, share in characteristically male parts, and are presented to a friendlier administrative condition, and in addition an expanded access to good examples. The greater part of this, is in respect to other world regions. This statement are supported by Toh and Leonardelli (2013) where women can be elevated to initiative positions by forming pioneer and self-order forms.

It was discovered that in spite of the fact that women constituted 56 percent of the Malaysian public service sector in 2008, 61 percent of that populace holding administrative positions (United Nations, 2011). However, only 22.8 percent of the higher management are women (United Nations, 2011). This demonstrates that despite the fact that there are more qualified women who are fit for heading government offices and Government-Linked Companies (GLCs), just a few are given the responsibility. Essentially, the portrayal of women in the political positions mirrors this pattern. In the 2011 United Nations reported that Malaysian women and men in the political life in year 2008, it was discovered that women constituted only 8 percent of political office holders. Indeed, even the extent of women at basic leadership level in the corporate area is additionally inconsequential. Regardless of the expansive populace of women in the area, just 6.1 percent are observed to be perched on the Board of Directors while just 26.2 percent ascend to the higher management level.

RESEARCH QUESTIONS

According to Toh and Leonardelli (2013), women can be leaders. However, Hora (2014) shows that women in higher open administration and basic leadership positions, or in group based associations is seen as of low importance. This could be due to family obligations, social desires and stereotyping that home is where the place is for woman. Reports by United Nations (2011) also showed that only 22.8 percent of the higher management are women. Interestingly, Rosenthal et al. (2017) found that women leaders do not act or perform differently than men.

Thus, this study was conducted to examine the relationship between the independent variables (culture - family chores and gender stereotypes) and dependent variables (women leadership).

The research questions are as below:

- What is the relationship between culture (family chores and gender stereotypes) and women leadership?
- What is the relationship between family chores and women leadership?
- What is the relationship between gender stereotypes and women leadership?

RESEARCH OBJECTIVES

Similarly, the research questions are to determine the relationship between the independent variables (culture - family chores and gender stereotypes) and dependent variables (women leadership).

The research objectives are as below:

- To determine the relationship between culture (family chores and gender stereotypes) and women leadership.
- To examine the relationship between the family chores and women leadership.
- To identify the relationship between the gender stereotypes and women leadership

RESEARCH HYPOTHESES

The research hypotheses are follows:

H1: There is a significance relationship between culture (family chores and gender stereotypes) and women leadership.
H1a: There is a significance relationship between family chores and women leadership.
H1b: There is a significance relationship between gender stereotypes and women leadership.

RESEARCH METHOD

This research used regression analysis method to study the influence of family chores and gender stereotypes (independent variables) towards women leadership (dependent variable). The total population size for the seven GLC's companies in Kuantan was approximately 797 employees. This research included all departments in the company such as marketing, administration, financing, accounting and others. The respondents were from all levels, non-executive level and executive level in the company - from lower position until high position in the company.

Convenience sampling was used in this study. The respondents in this research were easily accessible. A convenience sample is used in this research because it is simple one where the units that are selected for presence in the sample are the easiest access. This is supported by Sekaran et al., (2013) who stated it was the easiest way to attain that sample.

RESULTS AND ANALYSIS

The findings below stated that there were significant relationships between the independent variables and dependent variable.

Figure I: Result Findings

	HYPOTHESIS	FINDINGS	RESULT
H1	There is a significant relationship between Culture (Family Chores and Gender Stereotypes) and Women Leadership.	p-value = 0.002 B = -0.186 t-value = -3.109	H1 is Accepted Because p-value < 0.01
H1a	There is significant relationship between Family Chores and Women Leadership.	p-value = 0.014 B = -0.166 t-value = -2.475	H1a is Accepted Because p-value < 0.01
H1b	There is significant relationship between Gender Stereotypes and Women Leadership.	p-value = 0.000 B = 0.288 t-value = 5.252	H1b is Accepted Because p-value < 0.01

Result – H1

The result above showed that Hypothesis 1 has a negative relationship between Culture (Family Chores and Gender Stereotypes) towards women leadership. The hypothesis 1 is accepted as there was a significant relationship between cultures towards women leadership. The significant negative relationship between cultures towards women leadership has been proven as the result showed a significant value whereby p-value < 0.01 (p = 0.002), B = - 0.186, t-value = - 3.109.

Results – H1a

Family chores, the independent variable is influenced by women leadership. Hypothesis 1a also showed a significant relationship between family chores and women leadership. The influence between the family chores towards women leadership has been proven as the result showed a negative relationship, which t-value = - 2.475. This is aligned with our previous research, where Lukaka (2013, 2015), also proved the influence of family chores on women leadership, and has a negative relationship which showed t-value = -10.609.

From this result, we can say that we have a negative relationship because we found that household chores or also known as family chores have a reflective impact and tend to reduce the level of readiness of a woman in their work in the workplace. Indirectly, it clearly showed that these family chores have a negative impact on women leaders. This statement was also confirmed by Goff (2005) where many women decided to leave their previous careers to raise their children adequately as they are full responsible for their family. The notation that it is difficult for woman to be a good leader was because the employer is afraid and does not believe in the ability of a woman to become a leader in a company due to the woman's priorities in terms of their responsibilities and duties for their family.

Result – H1b

The result from this study showed that there was a positive relationship between gender stereotypes and women leadership. The significant relationship between the gender stereotypes and women leadership has been proven when the result showed a positive significant value which p-value < 0.01 (p= 0.000). Based on this study, the result was in contrast with our main journal. This was probably due to the difference in our population and also because in Malaysia women are accepted as leaders and their abilities match with the men's abilities.

Esa and Kannapiran (2014) stated that the measures of gender equality where men and women are allowed to build up their capacities and create their decisions free of the confinements forced on them by stereotypic gender roles and biases. They concluded that gender equality in this setting implies that the distinctions practices, desires and needs of men do not need to end up plainly indistinguishable; yet their rights, obligations and opportunities must not rely upon whether they are considered as women or men. This is support by Parikh and Sukhatme (2004) which showed that 81 percent of women engineers are at par with male partners as far as specialized aptitudes, relational abilities and certainty, which means women can be at the same level as men.

CONCLUSION

This research provided an empirical result on the relationship between family chores and gender stereotype towards women leadership, influenced by two variables which are family chores and gender stereotype. The total respondents were 258 and the response rate was 51.19%. The respondents comprised of 40.3% male and 59.7% female, aged range between 28 to 37 (44.6%) and the majority are Malays (87.6%). Majority of the respondents are married (70.5%), and holding middle level positions in the company (62.8%) and having the average educational qualification at Diploma level (32.9%).

From this research, we found that the results showed that two independent variables have significance relationship towards dependent variable, which is family chores and gender stereotypes towards women leadership. Family chores has significant relationship with women leadership, but it was a negative relationship. Furthermore, the result for gender stereotype shows positive values and a significant relationship towards women leadership.

In conclusion, all the two hypotheses are accepted at level 0.01 (p < 0.01) which showed that hypothesis 1 having a significant relationship between family chores and gender stereotypes; hypothesis 1a showed a significant relationship between the family chores and women leadership and hypothesis 1b also showed a significant relationship between gender stereotypes and women leadership.

LIMITATIONS

There were several limitations in conducting this research. We noted that some refused to answer certain parts of the questionnaires. We also found that some respondents were afraid to break the company policies, as government-linked company (GLC) have specific policies that deal with women leadership issues. We also had difficulties in collecting the questionnaires, as some questionnaires were not returned. There were also issues on last minute cancellation from the company and we had to reschedule meetings in order to meet them to distribute and also to collect the questionnaires.

RECOMMENDATIONS

Based on the above, we recommend the issues on women as below:

- Appraisal methods in companies must concentrate on the quality of a person's productions and research yield, their knowledge, skills, abilities and attitudes; and not on a person's gender.

- Gender issues must be an integral part of the internal and external evaluation of companies. Companies should target to improve gender imbalance and action plans to reach the overarching gender strategy of companies.
- Companies should also practice various administration styles to enhance the nature of their initiatives by making mindfulness, comprehension, and energy in accomplishing the goals. Companies should practice more empowerment and trust among their employees, and not soley restricted to top down management.
- More trainings to be conducted to all employees, to reduce the gender stereotypes and perceptions towards women and their abilities and capabilities.
- More trainings should also be conducted to enhance women's knowledge, skills, abilities and attitudes.
- Equal opportunities should also be given women.

These steps can help reduce the underestimation on women potential leadership skills. Moreover, women should be able to enjoy their work in work in a comfortable and secured workplace, and are guaranteed equal treatment between different genders as women are also contributors to their families, to the companies and also to the nation.

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