The impact of Religions to gender stereotypes in management: A study of successful manager's needed characteristics

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Abstract: *Regarding researches in recent decades, religions caused different levels of gender bias which led to restrictions for women in family life as well as their career development. This study was to examine the impact of religion to gender stereotypes in management in diversified religious context of Asian Institute of Technology (AIT). In which, the respondents who were 210 students from 19 countries, 5 different religions and are studying in three main schools of AIT. The Schein Descriptive Index included 92 items was utilized in this study with three various categoriesnamely successful managers, men and women. Intraclass Correlation Coefficients (ICC) was calculated to determine the degree of resemblanceof successful managers-men, successful managers-women in perception of both religious and non-religious students. The outcomes showed that both religious and non-religious students still believed that managers are more similar to men than women. Further outcomes revealed that only Hindu respondents and female Muslim respondents viewed both men and women are identical to successful manager while non-religious students still hold the belief "Think manager, think men". Some practical suggestions were indicated for alleviating gender stereotyping in management as well as creating favorable conditions for women can equally develop on their career path.*
Keywords: *Religion, Gender stereotypes, Schein Descriptive Index, Successful manager, Men, Women.*

Date of Submission: 15-08-2017   Date of acceptance: 05-09-2017

I.   Introduction

Nowadays, over 80% the world's population is following various religions which hold an important role in people's spiritual life. Religions orientated their belief as well as other standards in their life. However, the belief systems of religions are different from each other, for instance, each religion has different worship regulations, moral standards and dress rules. Furthermore, some religions allow both males and females go to the main hall of temple for praying, some others just allow males only. In additions, according to some religions, the head of a temple should be males only. So, it can be seen that gender stereotypes are formed in long time ago in basic belief of the religions. As a result, somehow it indirectly shaped the gender stereotypes in people who follow those religions which can lead to their gender bias in their family and society. Especially, in management field, Benson and Yukongdi (2006) figured out that the traditional, religious beliefs toward women managers is one of main challenges that women must face with on their career path to reach managerial positions.

Many researchers conducted studies about the phenomenon "Think Manager, Think Male"and they figured out thatmen are considered to be more similar to managers than women (Schein 1973, 1975; Weinrach, 1984). Heilman, Block, Martell and Simon (1989) showed that men are more common to successful managers than women. Vinnicombe and Singh, (2002, pp 120-130) found that women managers do not think themselves as identical to the successful managers and they think managers as more masculine than themselves. This created the obstacle for women on the path of finding success in managerial positions when they also think their own traits are not similar to traits of successful leaders. In 2009, Dr. Yukongdi and Prof. Rowley concluded in their study (Thailand context) that "…at the individual level, women were socialized to display traits, attitudes and behaviours that were seen as inappropriate for managerial positions… at the societal level, social attitudes towards women had not changed at the same pace as legal and regulatory change had occurred. Until social attitudes and cultural norms are altered, equality will not occur" (2009, P.2). It means that gender stereotypes of managerial position is still exist although there were positive changes that were more beneficial for women. This gender stereotype can create significant impacts in the career improvement of female managers.

1.1 Purpose - This study examined the impact of religions to gender stereotyping in management in the context of an international institute located in Thailand – Asian Institute of Technology (AIT), diversified with religious beliefs.

1.2 The contribution of the paper – The study found that in top 20 characteristics of successful manager, 2 communal characteristics that were rated to be more identical to women were "Understanding and Helpful". Both characteristicsbelong to transformational leadership and emphasize on intrinsic motivation and positive development of followers (Bernard M. Bass, Ronald E. Riggio, 2006). This indicated a change in the perception about leaders, managers who possess not only traditional leadership style but also the flexibility of transformational leadership for more effective management. Moreover, , this study also found an interesting point that Hindu students and female Muslim students viewed that women are more similar to successful manager,compared to the view of Buddhist and Non-religious students.

II. Theoretical Background And Hypothesis

2.1 Gender stereotypes

Gender stereotype is formed as the self-concepts of people about the individual differences of male and female in behavior, social-role, and characteristics. There are lists of characteristics which most of the people see as the descriptive of women and men. Many researchers conducted studies to explore about gender-roles stereotypes (Broverman, Vogel, Broverman, Clarkson, &Rosenkrants, 1972; Spense, Helmreich, & Stapp, 1975). They found that masculine traits are appreciated than feminine traits. Regarding Brody, L. R. (1997, P.390) "the potentially destructive limitations imposed by stereotypes on males' and females' interpersonal functioning as well as on their mental and physical health". Females could be sensitive, gentle, empathetic, caring while males were often thought as stronger in traits such as self-confident, ambitious, self-reliant, active (Deaux& LaFrance, 1998). The gender stereotypes are not only shown in the different traits but can also be found in social roles. For instance, women were usually perceived as the housewife, caregivers, and supporters while men were the breadwinners, financial supporters in family or leaders in organization (Cejka&Eagly, 1999; Deaux& Lewis, 1984). Cejka&Eagly (1999),stated that men were good at dealing with problems and logical thinking, whereas, women were capable of verbal reasoning and convincing. Furthermore, emotions are believed as another angle of gender stereotypes, in which females are perceived to express various levels of emotions while it is simpler in males and the strongly expressed emotions are viewed likely more negatively when the emotion is gender stereotypic (Huston-Comeaux& Kelly, 2002). Therefore, according to Deaux, K., & Kite, M. (1993, P.208) "Gender-stereotypic beliefs serve both descriptive and prescriptive functions: they inform us about what women and men are like and also lay ground rules for how men and women should be".

2.2 Religion and gender stereotypes

The relationship between religion and gender inequality exists invisibly in human life and effects the behavior of people in daily activities. Regarding Young (1987), stated that in all religions of the world, men played the dominant role in the social structure although women had the tendency to join in religious activities more than men (Renzetti and Curran, 1999). In some religions, the superior role of the leader, or creator is more commonly ascribed to male than female while female is thought as a mother, a housewife and her place is in household rather than in religious and public places. Furthermore, there are serious regulations for women when they are in menstruation and pregnancy period such as banning on entering temples, worship places or touching the Quran (Holm, 1994). Some researchers found that different religions have different levels of gender bias, according to Dollar, D., &Gatti, R. (1999), Muslim and Hindu are significantly related to high gender discrimination, whereas, protestant and high civil liberties are linked with low gender discrimination. The similar finding also concluded in the study of Klingorová, K., &Havlíček, T. (2015) about the religiosity on gender bias in society as well as in economic and political aspect. They stated that almost people who did not follow any religions have lowest levels of gender bias, people who follow Buddhism and Christianity have the medium levels of gender bias and inhabitants who are Muslim, Hindu had the highest level of gender bias. In the contrast, Seguino, S. (2011) found that religions have the remarkable correlation with gender inequality attitudes, no single religion shows more gender inequality than others. He also stated religions have invisibly influence on behavior in household, labor markets and government spending. Whitehead (2012), Cassese and Holman (2017) also found that particular religious beliefs has significant impact on gender stereotypes of authority.

There are research reports that have had profound insight into the relationship between religion and the role of women in society. Watling, T. (2002) conducted a research about Women and religious change in Netherlands context, he figured out that religion, originally associated the control of (male) authorities. However, this has been challenged by previous revolution which inclined to the development of individualism, diversity. Women have been expected to be the crucial agents in negotiation of various religious belief system and practice for their benefits and liberty. Besides, Inglehart and Norris (2003) stated that there were cross-sectional differences in supporting for gender equality among societies with the same development level, this also lean on the level of religiosity and different religious values. They concluded that, 'religion matters, not only for cultural attitudes but for the opportunities and constraints on women's lives, such as the ratio of females

to males in educational enrolment, the female adult literacy rate, the use of contraception, and the United Nations Development Programme (UNDP) Gender-Related Development Index, as well as for opportunities for women in the paid workforce and in parliamentary representation' (2003, P.69).

2.3 Gender stereotypes in management

Gender stereotypes in managerial positionsare created when the potential traits for performing the managerial tasked are attributed to one sex (Schein, 1973, 1975, 2001, 2006).Gender stereotyping about successful leaders are examined in various past studies. Schein (1973) stated "…successful middle managers are perceived to possess characteristics, attitudes and temperaments more commonly ascribed to men in general than to women in general…" Heilman, Block, Martell and Simon, (1989) showed that men are more identical to successful managers than women. Research results of Lyness and Heilman (2006) demonstrated that there was no similarity between the requirements of line management roles and the stereotypical traits imputed to women, "with women in these roles receiving lower performance ratings than either their female colleagues in staff jobs, or their male counterparts in either line or staff jobs". This suggests that specific management roles, such as line management, are more greatly related to the attributes ascribed to males than females.

Moreover, gender stereotypes in management are also reflected in perception of business student. By exploring the attitudes of business students about women in management, Mihail, D. M. (2006) found that male students had the negative bias on women in managerial positions compared to female students and gender could be seen as the most vital factor effecting the difference of attitudes. Furthermore, when conducting a research in undergraduate and part-time graduate business students, Powell, G. N., Butterfield, D. A., & Parent, J. D. (2002) concluded that despite the gender stereotypes in management is recognized less than previous studies but business students still perceived that a good manager is more similar to men than women. In 2007, Prof. Schein tested again the phenomenon "think manager-think male" in the international context, she concluded that in the USA, the UK, Germany, China and Japan, male management students still have the same perception that men possess characteristics which are more similar to managers than women. Especially, in the USA, during last three decades, males still hold the belief that women are less adequate than men in leading positions.

On the other hand, there were interesting findings in the study of Embry, A. et al. (2008), stating that female participants appreciated leaders with masculine style whether the leaders were male or female. It means that there is the positive change in these participants, they think about the management style and the leading method more than the gender preconceptions. Another study in South Africa context by Booysen, L. A., &Nkomo, S. M. (2010) showed that somehow race also has the influence on gender stereotypes in management. Whereas, both white and black men did not think the traits of successful manager similar to female, black women perceived that the characteristics of successful managers are more identical to female than male and white women saw that both male and female have necessary traits for managerial positions. In a study of Heilman (2001), he found that there are not much women who hold the top leader positions in organizations owing to gender stereotypes in evaluations. In more details, "It is proposed that gender stereotypes and the expectations they produce about both what women are like (descriptive) and how they should behave (prescriptive) can result in devaluation of their performance, denial of credit to them for their successes, or their penalization for being competent" Heilman (2001, P.665). Therefore, due to gender bias and its impacts on evaluating, it is difficult for women to reach the same managerial level as the similarly performing men.

2.4. Measure gender stereotypes in management

In the past few decades, the relationships between gender role stereotyping and personality traits of managers were conducted by various methods. Foster (l994) used the Bem's Sexual Role Inventory (BSRI), concluded that both sexes tend to perceive the manager as masculine. (Yim and Bond, 2002) used the Sino-American Person Perception Scale (SAPPS) developed by Lai and Bond (1997) to examine the remoteness between one's sex typecast and rankings of a prosperous director; the distance between one's self-assessment and the rankings of a prosperous director with the sample from Faculty of Business Administration of the Chinese University of Hong Kong students. The result showed that both male and female students think successful middle manager as more similar to men than women. This formed continuing challenges for female business students as well as women who want to reach managerial positions. Eagly and Karau, (2002) found that attitudes were more positive towards men leadersthan women. It also showed that there are many challenges for women to reach management positions as well as to become successful leaders. Vinnicombe and Singh (2002, p. l29), using the personality attributes questionnaire (LAQ) concluded that "Female managers see themselves as androgynous or feminine, but they see top managers as significantly more masculine than themselves". (Prime and Carter, 2009) examined senior managers' perceptions of men's and women's effectiveness that based on 10 key leadership behaviors. It found that while men were more effective than women at action oriented, women were more effective than men at care taking. Especially, male respondents think that male managers were better than female managers at problem solving. This perception may cause disadvantage for female managers. In

2013, JiříČeněk based on the original English version of WAMS (Women as Managers Scale) by Peters, Terborg and Taynor (1974) to measure stereotypes of women as managers in Czech Republic and he found that these stereotypes in management are more commonly pronounced in men than in women.

2.4.1 Schein Descriptive Index (SDI) instrument in measuring Gender stereotypes in management
      Prof. Virginia Schein developed SDI in her study 1973 including 92 characteristics items that became the foundation for later studies about the gender stereotypes of managers. In the early l990s, Schein tried to describe the connection between genders typecasts and the apparent features as essential prerequisite for the executive's success. Schein found that male administrators (Schein, l973) and women administrators (Schein, l991) identified the effective administrator as individual possesses the features, performances which more commonly affiliated with men than with women. She stated that women were observed as not to possess the needed traits to hold managerial position in organization.
      SDI is used to examine the relationship between sex role stereotypes and characteristic necessary for management with study subject was students. (Schein, Mueller and Jacobson, 1989) found that male students were the same with males in 1970s and 1980s. They also perceived that the successful managers had characteristics that were more identical to men than women. In 1992, by using SDI again Schein and Mueller wanted to identify sex role stereotyping and requisite management characteristics of successful managers in three countries Germany, Great Britain and America with respondents male and female management students. Male students in all three countries think that characteristics of men are more similar to successful middle managers than women. While the result is varied among female students in three countries. Female students in German sex type the managerial position to the same degree as the males. Female students in British also sex type the managerial position but lower than German females. American female students do not sex type the managerial position but they think both men and women have necessary characteristics for success managers. According to Ching, Yim and Bond (2002), male and female business students in Hong Kong claimed that successful middle manager and typical men have more in common with each other while this did not happen between successful middle manager and typical women. As a result, women who yearn for management positions must dealing with more obstacle than men because of both social prejudices and personal biases. Fernandes and Cardoso (2003) found that students in both gender thought that manager tend to be masculine. Furthermore, there is a significant difference in the comparison between two group manager and man manager, manager and woman manager. Male and female student perceived that the former group is more identical to each other than the latter group. (Duehr and Bono, 2006) used the revised version of SDI (1973) with original 92 items and 26 new items to examine sex and organization typecasts of men and women directors and students. The study showed that there is a significant change in male managers' perception about women. They see it is more similar between women and successful managers while stereotypes of male students changed unremarkably. Besides, who got good experiences with women managers in the past tended to rate higher for women on management personality traits.
      On the other hand, by using the SDI, (Heilman, Block, Martell and Simon, 1989) rated for 7 various groups: men in general, men managers,successful men managers, women in general, women managers, successful women managers and successful middle managers. The results of this study pointed out that men are more identical to successful managers than women although the similarity between women's and successful managers' characteristics rise remarkably when women described as managers. (Schein es al., l989; Schein and Davidson, l993; Fullagar, 2003) found that women have a tendency to think that the executive as being earlier to the supposed appearance of both men and women. The results received from female examples were linked to the way women tend to shape the image of the woman that is nearer to the image of the man built by the male sample. Other studies (Orser (1994), Duehr&Bono (2006) and Berkery et al. (2013) appear to quarrel the insight of the woman's image as close to the director's image.
      Since being developed by Prof. Schein in 1973, SDI has been widely used by researchers in studies of gender and management stereotypes (Schein & Mueller, 1992; Schein, Mueller, Lituchy& Liu, 1996; Devine & Elliot, 1995; Lueptow et al., 2001; Yim and Bond, 2002) with various research objects, and significantly different results were found in various contexts of different countries. However variable "Religion" has not taken to test its impact on the gender stereotypes in management yet.
      This study used SDI to test as if religious beliefs have any influence on gender stereotyping in managerial field within the context of international institutes in Thailand (concluded diversified cultures and religions) with two hypotheses below:
- H1: Religious students perceive successful manager are similar to men while Non-religious students perceive successful manager are similar to both men and women.
- H2: Female Religious and Non-religious students would have the perception that women in general as more similar to successful managers than men.

III.   Methodology

3.1 Sample

The population of the study is students of all three Schools in Asian Institutes of Technology which are offering undergraduate, graduate and doctoral degree. Currently, there are over 1500 students in AIT, by using Krejcie and Morgan table to determine the sample size so with the population 1500, the sample size is 306. As a result, 300 questionnaires were given out randomly at three schools. A total of 240 questionnaires were usable. In which, 90 samples for successful manager category, 70 samples for men category and 80 samples for women category. Finally, 210 samples were used in this study owning to the similar number of samples for three different categories (groups). This brings benefits for comparison between 3 groups in data analysis.

Data was collected by stratified random sampling method. For each subpopulation, the proportionate random collecting was conducted. For instance, in this study, the overall sample was divided into two main groups – male students and female students, Non-religious and Religious students. The same questionnaire was classified in three different categories and each group answered for all three categories.

3.2 Measuring instrument and data collection

The original SDI (Schein, 1973) included 92 adjectives and descriptive terms were used to explore the characteristics of successful managers. The same form of SDI with 92 items was used to ask respondents what they think about three categories separately: successful managers, men and women in general. For evaluation, the respondents were requested to think that they were about to meet a person for the first time and the only thing they know is that the person is a successful manager or man or woman due to each category. The respondents completed the questionnaire based on five-point scale: "1 - not characteristic, 2 – somewhat uncharacteristic, 3 – neither characteristic nor uncharacteristic, 4 – somewhat characteristic, 5 – characteristic" (Schein, 1973).

The questionnaires were distributed randomly in classes for a five-week period. All surveys were kept strictly confidential and anonymity. Surveys were excluded if some of personal information were not reported or they were incomplete or the same choice was used for all items. Furthermore, the secondary data was collected from many sources such as journals articles and websites.

3.3 Data Analysis

Descriptive analysis of data was used to analyze respondents' personal and demographic information like age, gender, field of study, nationality. Descriptive analysis was also used to figure out top 20 outstanding characteristics that belong to successful managers, men in general and women in general due to the respondents' perception. For this, percentage values, mean, median and standard deviation values were used.

Intraclass correlation coefficients (ICC, r1) were used to find the correlation between pairs of observations - successful manager and men; successful manager and women. According to Hays (l963), "the larger the value of r, the more similar the observations in the class tend to be relative to the observations in different classes". When comparing ICC across the two groups, "if the difference in the correlation between two sets of conditions (e.g. successful managers and men in general as compared to successful managers and women in general) exceeds **0.29**, the difference is statistically significant ($p < 0.05$)" (Duehr& Bono, 2006, P. 828). Especially, ICC were calculated according to variable religion to see the perception of Religious respondents and Non-religious respondents about gender stereotyping in management.

IV.   Results

The overall characteristics of the sample in this research were summarized intheTable1. The respondents (n =210) were categorized in each category based on responses as: 51.90% were male, 48.10% were female. Regarding religion, 33.81% were Buddhist, 20.48% were Hindu, 20.95% were Muslim, 5.71% were Christian, 2.38% were Catholic and 16.67% werenon-religious. In terms of nationality, respondents were from 19 different countries, in which 17.2% were Thai, 14.29% were Nepalese, 11.43% wereMyanmarese, 10.95% were Pakistani, 9.52% were Bangladeshi, 8.57% were Indian, 8.10% were Vietnamese, 8.10% were Sri Lankan, 2.38% were Filipino, 2.38% were French, 1.3% were Cambodian and 5.23% remaining were from America, China, Laos, Bhutan, Ethiopia, Indonesia, South Korea and Tanzania. There was consistency between religion and nationality of the sample when a large percentage of respondents come from South Asia and South-East Asia that led to the dominant religions as Buddhism, Hinduism and Islam.

Table1. Demographic Profile of Participants

Characteristic		Total	Male (n)	Male (%)	Female (n)	Female (%)
		210	109	51.90	101	48.10
Religion						
1	Buddhism	71	27	12.86%	44	20.95%
2	Catholicism	5	2	0.95%	3	1.43%
3	Christianity	12	4	1.90%	8	3.81%
4	Hinduism	43	25	11.90%	18	8.57%
5	Muslim	44	34	16.19%	10	4.76%
6	None	35	17	8.10%	18	8.57%
Nationality		Total		Percentage		
1	American	2		0.95%		
2	Bangladeshi	20		9.52%		
3	Bhutanese	1		0.48%		
4	Cambodian	3		1.43%		
5	Chinese	2		0.95%		
6	Etiopian	1		0.48%		
7	Filipino	5		2.38%		
8	French	5		2.38%		
9	Indian	18		8.57%		
10	Indonesian	1		0.48%		
11	Laotian	2		0.95%		
12	Myanmarese	24		11.43%		
13	Nepalese	30		14.29%		
14	Pakistani	23		10.95%		
15	South Korean	1		0.48%		
16	Sri Lankan	17		8.10%		
17	Tanzanian	1		0.48%		
18	Thai	37		17.62%		
19	Vietnamese	17		8.10%		
		210		100.00%		

Table 2. Top 20 Characteristics with Mean Scores of 3 Categories rated by religious and non-religious respondents

Successful manager ratings			Men ratings		Women ratings	
All respondents	*Religious respondents*	*Non-religious respondents*	*Religious respondents*	*Non-religious respondents*	*Religious respondents*	*Non-religious respondents*
Leadership ability	Leadership ability	Leadership ability	Strong need for achievement	Independent	Helpful	Sympathetic
Self-confident	Understanding	Self-confident	Independent	High need for power	Talkative	Neat
Logical	Logical	Analytical ability	Self-reliant	Logical	Cheerful	Generous
Understanding	Self-confident	Logical	Vigorous	Adventurous	Kind	Humanitarian values
Analytical ability	Strong need for achievement	Consistent	Desire for friendship	Self-confident	Interested in own appearance	Interested in own appearance
Emotionally stable	Emotionally stable	Competent	Leadership ability	Strong need for achievement	Generous	Grateful
Self-controlled	Analytical ability	Understanding	Self-confident	Analytical ability	Neat	Sentimental
Helpful	Self-controlled	Sociable	High need for power	Emotionally stable	Humanitarian values	Kind
Strong need for achievement	Helpful	Intelligent	Knows the way of the world	Self-reliant	Strong need for security	Values pleasant surroundings
Well informed	Well informed	Ambitious	Direct	Ambitious	Values pleasant surroundings	Courteous
Able to separate feeling from ideas	Able to separate feeling from ideas	Skilled in business matters	Emotionally stable	Speedy recovery from emotional trauma	Curious	Intelligent
Intelligent	Intelligent	Self-controlled	High need for autonomy	Competent	Desire for friendship	Persistent
Competent	Skilled in business matters	Emotionally stable	Logical	Competitive	Sentimental	Cheerful
Skilled in business matters	Competent	Helpful	Intelligent	Generous	Ambitious	Competent
Ambitious	Decisive	Creative	Competent	Desires responsibility	Grateful	Understanding
Decisive	Competitive	Able to separate feeling from ideas	Adventurous	Dominant	Aware of feelings of others	Aware of feelings of others
Creative	Ambitious	Objective	Competitive	Courteous	Sympathetic	Shy
Competitive	Creative	Well informed	Desires responsibility	Direct	Courteous	Intuitive
Persistent	Humanitarian values	Tactful	Ambitious	Self-controlled	Sophisticated	Helpful
Sociable	Self-reliant	Independent	Analytical ability	Well informed	Sociable	Curious

From the Table2, it can be seen that in top 20 characteristics of successful manager, there are 15 similar characteristics of successful manager among all respondents, Religious and Non-religious respondents, namely Leadership ability, Self-confident, Logical, Understanding, Analytical ability, Emotionally stable, Self-controlled, Helpful, Well informed, Able to separate feeling from ideas,Intelligent, Competent, Skilled in business matters, Ambitious, Creative.

In term of Men's characteristics, 13 traits were similar in both Religious and Non-religious respondents' choice. Particularly, both Religious and Non-religious students rated for Men 8 characteristics that are similar to successful manager's ones (separately, Religious students rated 10 similar items and 9 similar ones' due to Non-religious students). In rating for women, 12 identical items were found in rating for women in opinion of both Religious and Non-religious students. However, these traits are quite different from manager's traits. The result is interesting that Religious respondents rated for women only 3 items are common to top 20 characteristics of managers (Helpful, Ambitious and Sociable) whereas Non-religious ones rated 5 traits namely Intelligent, Persistent, Competent, Understanding and Helpful of women are identical to traits of successful managers.

By comparing and ranking mean values of items we can see that in top 20 characteristics of 3 categories, both Religious and Non-religious students perceived that men's traits are more identical to successful managers than women's traits and Non-religious students perceived women are quite similar to the successful managers (they rated for women with 5 items similar to top 20 traits of successful manager) than the religious students rated for women (3 items only).

Table3. Analysis of Intraclass Correlation Coefficients

Source	Df	MS	F	r[1]	Difference
All respondents					
Successful manager and men					
- Between items	91	0.831	5.664[***]	0.823[***]	
- Within items	92	0.146			
Successful manager and women					
- Between items	91	0.583	1.599[***]	0.374[***]	0.449
- Within items	92	0.367			
Males respondents					
Successful manager and men					
- Between items	91	0.904	6.855[***]	0.854[***]	
- Within items	92	0.131			
Successful manager and women					
- Between items	91	0.542	1.199[***]	0.166[***]	0.688
- Within items	92	0.462			
Females respondents					
Successful managers and men					
- Between items	91	0.791	4.208[***]	0.762[***]	
- Within items	92	0.188			
Successful managers and women					
- Between items	91	0.652	2.101[***]	0.524[***]	0.238
- Within items	92	0.308			
Non-Religious respondents					
Successful manager and men					
- Between items	91	1.242	6.581[***]	0.848[***]	
- Within items	92	0.191			
Successful manager and women					
- Between items	91	0.715	1.283[***]	0.220[***]	0.628
- Within items	92	0.552			
Religious respondents					
Successful managers and men					
- Between items	91	0.766	4.946[***]	0.798[***]	
- Within items	92	0.155			
Successful managers and women					
- Between items	91	0.572	1.644[***]	0.392[***]	0.406
- Within items	92	0.353			
Note: [***]$p < 0.001$					

As the results are shown in Table3, the resemblance between the rating of all respondents for successful manager and men was significant with $r1 = 0.823$, $p < 0.001$. Conversely, the similarity of successful manager and women was remarkably weaker, $r1 = 0.374$, $p < 0.001$. As mentioned in the method of analysis part, if the difference among two sets of conditions is higher than 0.29 then the difference is statistically significant. The difference in this case is $0.449 > 0.29$, it means that in the perception of both gender students, the characteristics of successful managers were more common to men than to women.

ICCs are also used to test for gender differences in the relationship between gender role stereotypes and potential managerial traits. For male respondents, the difference was 0.688> 0.29 while in female ratings, the difference is 0.238. These results showed that male students in AIT still believed that successful manager is masculine whereas, female students perceived that women also possess needed traits of a successful manager.
The variable religion is brought into analyzing "gender stereotypes in management". For Religious respondents, the outcome revealed that the difference of correlation between successful manager and men in general ($r1 = 0.798$, $p <0.001$) and successful manager and women in general ($r1 = 0.392$, $p <0.001$) was $0.406 > 0.29$. In contrast, in case of Non-religious respondents, the correlation between successful manager and men in general ($r1 = 0.848$, $p <0.001$) and successful manager and women in general ($r1 = 0.220$, $p <0.001$), as a result the difference is $0.628 > 0.29$.

As these outcomes, Hypothesis 1 "Religious students perceive successful manager are similar to men than women while non-religious students perceive successful manager are similar to both men and women" is rejected or both Religious and Non-religious students still hold the belief "Think Manager, Think Male"

Table 4.Intraclass coefficients within Religions

	All respondents			Male respondents			Female respondents		
	Successful manager & men	Successful manager & women	Differenc e	Successful manager & men	Successful manager & women	Differe nce	Successful manager & men	Successful manager & women	Differ ence
Religion									
Buddhism	0.865***	0.227***	**0.638**	0.807***	0.112***	**0.695**	0.846***	0.289***	**0.557**
Hinduism	0.650***	0.616***	**0.034**	0.780***	0.513***	**0.267**	0.266***	0.613***	**-0.347**
Islam	0.709***	0.174***	**0.535**	0.723***	0.063***	**0.660**	0.493***	0.473***	**0.020**
None	0.848***	0.220***	**0.628**	0.870***	-0.121***	**0.991**	0.628***	0.317***	**0.311**
Note: ***p < 0.001									

ICCs are calculated in more details in each religion to examine religious differences in gender stereotypes in management. As can be seen in the Table4, in general all Buddhism, Hinduism, Islam and Non-religious students rated stronger correlation between successful manager and men than between successful manager and women. In which, only the difference of correlation in Hindu students was less than 0.29 (0.034) which means only Hindurespondents perceived traits of successful manager were similar to both male and female although they rated the correlation of successful manager and men a little higher than the correlation of successful manager and women. Meanwhile, Non-religious students rated quite high for the correlation of successful manager and men (0.848) but quite low for the correlation of successful manager and women (0.220), this led to the difference 0.628 > 0.29 or they still believe that managers are masculine. Specifically, respondents from various religions were categorized to male and female grounds in order to see clearly the difference of perception of male and female Religious students. For male Religious respondents, the outcome was quite similar with the above outcome that only male Hinduism students rated the difference of correlation lower than 0.29 (0.267) and the highest difference of correlation was found in male Non-religious students 0.991 (>0.29) for the case of male non-religious students. Conversely, female Religious and Non-religious respondents rated quite low for the difference of correlation between successful manager-men and between successful manager-women, in which female Hindu and Islam students rated the difference less than 0.29. Especially, even female Hindu students rated the correlation between successful manager-women higher than successful manager-men. Whereas, the difference of correlation in female Buddhist and Non-religious respondents was lower than the male ones, however the difference was still higher than 0.29 (0.557, 0.311 respectively).

V. Discussion

The findings from this study partially support for past findings from literature. Besides, some new findings are figured out in the context of international institute in an Asian country.

Table 5.Thecomparison of Intraclass Coefficients Correlation of Various Studies used 92 Items of the Schein Descriptive Index

	Schein et al. (1989)	Schein &Mueller (1992)	Schein et al. (1996)	Fullagaret al. (2003)	Duehr& Bono (2006)	Berkeryet al. (2013)	**This study**
	USA	**Germany**	**Japan**	**Turkey**	**USA**	**Ireland**	International Institute -**Thailand**
Male respondents							
Managers & Men	0.70**	0.74**	0.54**	0.57**	0.40**	0.707***	**0.854***
Managers & Women	0.11	-0.04	-0.07	0.11	0.1	0.149	**0.166***
Female respondents							
Managers& Men	0.51**	0.66**	0.66**	0.59**	0.45**	0.570**	**0.762***
Managers & Women	0.43**	0.19*	0.19**	0.34**	0.35**	0.434***	**0.524***
Note: **p< 0.01, ***p< 0.001							

The findings of this study are brought into comparison with the findings of past studies conducted that used Schein Descriptive Index to measure the gender stereotypes in management. This study again proves that in perception of respondents successful managers are still identical to men than women. Specifically, regarding to male students' rating, the difference of correlation between successful manager and men and between successful manager and women exceeded 0.29 and this outcome is quite consistent to findings of studies from 1989 to 2013 (Table 5). In contrast, female students of some past studies rated high score for the correlation between managers and women. For instance, in findings of Schein et al. (1989), Fullagar et al. (2003), Duehr&Bono (2006) and Berkery et al. (2013), female respondents rated for the correlation of managers and women is 0.43, 0.34, 0.35, 0.43 respectively. In this study, the correlation between successful managers and women is 0.524 which led to the different between correlation of managers and men and correlation of managers and women is 0.238 <0.29. Therefore, female students showed the different perception that the successful manager can be both masculine and feminine.

The first target of this study is to examine the different on perception of Religious students and Non-religious students about the gender stereotypes in management. The results above showed that the hypothesis 1 is rejected because Non-religious students also perceived that managers are more common to men than women. There are several reasons for this result, firstly because almost respondents come from Asian countries, although they follow religions or not but their perception can be significantly affected by their family as well as the custom, culture of their countries which appreciate the role of men than women in society (Watling, T.,2002; Inglehart and Norris, 2003). Besides, this study conducted in the limited population of an international institute so somehow the result cannot objectively reflect the community's perceptions. This hypothesis can be test again in further studies to have a more complete conclusion.

The second target is to test the level of gender stereotypes in management of female Religions and Non-religious respondent. As can be seen from the Table 4, the results releaved that Hindu students perceived that the characteristics of successful manager are similar to both men's and women's while Non-religious, Buddhist, Muslim students still keep the perception "Think Manager, Think Male". The result from male students of 3 religions and non-religion is totally consistent with this result. The different result is found in female students, Hindu and Muslim female students think that men and women have suitable traits to become successful manager even Hindu female students thought that women are more similar to successful manager than men. This results partial supports for the Hypothesis 2 as well as the finding of Abouchedid (2007), he concluded that Muslim male college students hold stronger gender-role stereotypes than Muslim female students as well as Christian students. In contrast, Non-religious and Buddhist female students in AIT still thought that successful manager is masculine. This partial supports the finding of Yukongdi and Benson (2006) when they explained that "Thai women's submission to men since Buddhism gives power to men as monks". In addition, Whitehead (2012) and Cassese and Holman (2017) found that who belong to religions which perceive "God" with masculine image as "He", they have the tendency to accept traditional gender roles and "Conservative political stances". However, for the case of Hindu students of this study, there are several reasons behind their different perception about gender equality in management (in comparison with respondents from other religions). Firstly, almost Hindu students participated in this study were MBA students in AIT, this led to both male and female students access the knowledge to become managers, leaders in future. As a result, they believed that both men and women share the equal chance to become successful managers. Moreover, in their MBA program, they had the opportunities to access real case studies, the examples of male and female successful leaders. Consequently, these factors somehow influenced to their perception.

VI.   Conclusion

In this study, although Non-religious respondents were expected to have no gender stereotype in management, but the outcome showed that they still hold the thought - successful managers are more similar to men. The same outcomes were found in Buddhistand male Muslim respondents while female Muslim and Hindustudents perceived there were similarities between managers and both male and female. Therefore, in this case religions showed unclear affect to gender stereotypes as findings of past studies (Young, 1987; Renzetti and Curran, 1999; Seguino, S., 2011; Hamplová, 2011, 2013) so it also does not reflect gender stereotyping in management. However, this should be tested again in larger populations as well as in various contexts to achieve true objective results. Besides, the factors which affect to gender stereotypes in management should be also explored further studies.

6.1 Research limitations

The findings of this study are limited by firstly, samples drawn from students in an international institute so it may not be representative of the trends within the larger population. Additionally, most students in AIT come from Asian countries so traditional values and cultural norms somehow may affect their perceptions even though in these days, young generations in some of these countries have the freedom to follow or don't follow religious beliefs of their parents.

6.2 Implications for practice

It can be seen that gender stereotypes in management still remain in the context of an international institute. Especially, although religion factor is expected to have the significant effect to the gender stereotypes in management, but the outcome of this study revealed that it does not have the remarkable impact on stereotyping in managerial positions. Therefore, to eliminate this stereotyping, it seems impossible to create the change through religious beliefs. The stereotypes are formed from human perception so we need to affect to people's thinking slowly and in long time in order to change them. As a result, education can be consider as a suitable manner to make change of gender stereotypes in day by day practice. Some recommendations for AIT and organizations are mentioned as below:

* Asian Institute of Technology (Thailand)

- Gender equally issue can be one of topics that mentioned in the Orientation day as well as daily activities in AIT. Especially, AIT can organize seminars on gender equality with the speakers are successful women leaders, managers in order to show students that women are also talented in management field.

- Nowadays, social networking has a strong impact on thinking of young people so we can use it as a tool to send positive message of gender equality, gender equality in management to all students through AIT's website and AIT's social networks.

* Organizations

- Organization should encourage the equality in their male and female employees by giving them the same promotion chances, evaluating their capacity by their performance and contributions for organization. Besides, organizations can encourage employees by rewards that match their contribution regardless of male or female.

- Creating the diversified working environment where people share the difference of their culture, identity, religious belief which lead to the change in perception of employees including gender stereotypes and role of women in management modern life.

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