

Gender Stereotypes from A Management Perspective: A Literature Review

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Abstract

Gender stereotypes are often assumed to limit the capacity to develop and make decisions. Gender stereotypes are also considered the main reason for the glass ceiling and maze effect. This study uses a literature review to synthesize gender stereotype research. A literature search was carried out with publication years limited from 2003 to 2023. The literature analyzed was collected from Scopus-indexed journals with the ScienceDirect, Springer, Wiley Online Library, and Emerald Insight databases. This research synthesizes and analyzes 40 relevant articles focusing on discussing gender stereotypes. Based on the analysis results, men and women have different stereotypes. Men are considered superior in their characteristics. However, while gender stereotypes still hamper women, there are reasons to remain optimistic. When women are the targets of gender bias, it is not just them but the organizations where they work and society as a whole who suffer. Conclusions with limitations and recommendations for further research are included in the article. The contribution from this research offers insightful information about how pervasive stereotypes are, how they affect different aspects of society, and how efforts are being made to challenge and mitigate their influence.

Keywords: Gender, Stereotype, Leadership, Workplace, Literature Review

INTRODUCTION

Human behavior is based on goals and needs. One effort to fulfill needs is to work. Men and women have the right to work to achieve their goals and needs in life. However, as time goes by, there are changes in the work roles of men and women. Gender differences in the workplace can be observed in men and women who are concentrated in different jobs (Sikdar & Mitra, 2012). Gender differences in activities at work are often associated with gender stereotypes (Heilman & Chen, 2005). Gender stereotypes are pervasive and resistant to control (Mella, 2022).

Based on gender stereotypes, the characteristics inherent in men are the ability to act, courage, strength, self-assertion, competence, masculinity, individuality, and a greater interest in social and public life. Apart from that, the characteristics inherent in women are emotional capacity, sociality, affectivity, emotion, communication skills, altruism, interdependence, sweetness, smoothness, gentleness, and a tendency to take sides (Diekman & Eagly, 2000). In addition, gender stereotypes associate men with practicality, precision, and independence, so women are considered to lack courage and initiative and are disorganized. Men are also regarded as creative and innovative figures, while women are supposed to need constant direction and assistance in their work (Vassakis et al., 2017). However, whether or not these stereotypes are true is still a matter of debate in the literature, even though gender stereotypes have been carried out for almost 50 years.

Based on the National Labor Force survey results, the percentage of male workers in 2020 was 42.71%, and for women workers was 34.65%. In 2021, there will be 43.39% of male workers and 36.20% women workers. Meanwhile, in 2022, the number of male workers will be 43.97%, and women workers will be 35.57%. Based on this data, the number of male workers dominates yearly. (Chisholm-Burns et al., 2017) research also found that the presence of women in the professional workforce is still low. Women only have a 30% chance of being promoted than men to entry-level to managerial-level positions (Wood, 2008). Thus, this phenomenon reduces women's

opportunities to develop themselves into leaders. Corporations that dominate global markets have become the largest business organizations on earth. These corporations usually have a clear gender division of labor in their workforce and operate a very masculine management culture. Managerial in this masculine nature, as explained earlier, at the management level a female manager may have to restructure her family life due to time constraints and stress (Prihartanti, 2024).

From another perspective, equality is often an obstacle for women. Women are seen as incapable of being rational leaders. Women are more emotional, stubborn, and irrational. Women managers are also considered to lag more behind men (Lyness & Heilman, 2006). As a result, attitudes that label women as having a limited position emerge. Based on this assessment, gender stereotypes are embedded in society (Khairi et al., 2023). Specifically, if women in a society disproportionately engage in caretaking activities and men disproportionately engage in career-oriented activities, then that society is likely to form stereotypes that women are caring, warm, and social, and that men are agentic, competent, and competitive (Eagly & Wood, 2016). Gender stereotypes are the basis of biased evaluative judgments and discriminatory treatment of women in the work environment. Thus, the conceptions of men and women are not only different but also tend to be contradictory. Women are seen as not having what is considered most common in men, and men are seen as not having what is most common in women (Heilman, 2012).

Even though the conceptions of men and women differ, each has its positive impact (Diekman & Eagly, 2000). There is evidence that women and their attributes are believed to be valued and considered exceptional (Eagly et al., 1991). Thus, this research seeks to identify, examine, evaluate, and interpret gender stereotypes.

THEORY

A. STEREOTYPES

Stereotypes are cognitive structures containing knowledge and beliefs that perceive expectations about a group of people. Stereotypes are generalizations about a group applied to individual group members because of bias, such as gender stereotypes (Bordalo et al., 2016). These gender stereotypes have been documented through academic research in social psychology and evaluation theory. Social role theory states that gender stereotypes develop from the division of labor based on gender in society (Eagly, 1987). This means that tasks and jobs are divided by gender and then become a major driver of differences in behavior in other areas and contribute to persistent gender stereotypical attitudes. Discrepancy theory (Eagly & Karau, 2002) and identity theories (Akerlof & Kranton, 2000) also emphasize that stereotypical male behavior and traits align with the role of a successful leader. Thus, women tend to be disadvantaged in this role.

B. GENDER STEREOTYPES

Gender stereotypes can be descriptive and prescriptive. These descriptive and prescriptive stereotypes can give rise to self-fulfilling prophecies. Prescriptive stereotypes can influence the supply side of the managerial labor market and employees' career aspirations (Nielsen & Madsen, 2019). The prescriptive nature of stereotypes may influence employees' beliefs about their performance. When these tasks are considered the domain of men, stereotypes will cause men to have higher expectations for their performance than women. As a result, men tend to exaggerate, and women underestimate their abilities. According to (Latrofa et al., 2010), self-stereotyping attitudes become stronger for low-status groups because their members identify themselves more

strongly with their group. If employers and top managers have fewer women managers, they will invest less in the management skills of women employees. Based on research results from (Tabassum & Nayak, 2021), managers have expectations of candidates regarding their behavioral tendencies and performance according to their social roles and gender, economic status, or other demographic groups (Koenig & Eagly, 2014). The prescriptive nature of stereotypes implies that even if others do not share stereotypical attitudes, employees conform to what is expected of their gender.

METHODS

This research uses a literature review as a research method. Literature reviews are conducted to evaluate the state of knowledge about research topics (Snyder, 2019). The articles used in this study are journal articles that discuss the issue of gender stereotypes. The keywords used in the search are "gender stereotypes" and "gender stereotypes in the workplace." The journal papers that were examined in this study were sourced from reputable academic databases, including Emerald Insight, Elsevier, Sage, and Willey. The scope of the journals analyzed is related to organizational behavior, human resources, and psychology. The articles analyzed in this research were published from 2003 to 2023 over 21 years. The search results then produced 40 journals that matched the research theme. The instrument used in the research is a content analysis guide containing related aspects observed. There are several aspects reviewed for content analysis in this research. These aspects include 1) number of publications, 2) type of research, 3) research subject, 4) data collection tools, and 5) data analysis methods. Next, the data that has been collected is presented in the form of a bar chart. In addition, it comprehensively examines the current state of the gender stereotypes literature.

Table 1. Research Aspects and Categories

Aspect	Category	
Type of research (1a)	A.1 Quantitative Research A.2. Qualitative Research	A.3 Mixed Methods
Types of Quantitative Research (1b)	B.1 Experiment B.2 Surveys	B.3 Descriptive
Types of Qualitative Research (1c)	C.1 Literature Study C2. Interview	C.3 Longitudinal Survey
Research subject	D.1 Undergraduate Students D.2 Private Employees D.3 Manager	D.4 Journal D.5 Civil Servants
Data collection tools	E.1 Questionnaire E.2 Interview Sheet	E.3 Literature Study E.4 Not Explained
Data analysis method	F.1 Correlation F.2 Regression	F.5 Chi-Square Test F.6 MANOVA

F.3 Literature Study	F.7 ANOVA
F.4 T Test	F.8 Percentage

Source: Developed for Research, 2023

FINDING

Number of Research

The graph in Figure 1 shows the frequency of research on gender stereotypes in the workplace. Since 2003, research has been conducted discussing gender stereotypes in the workplace.

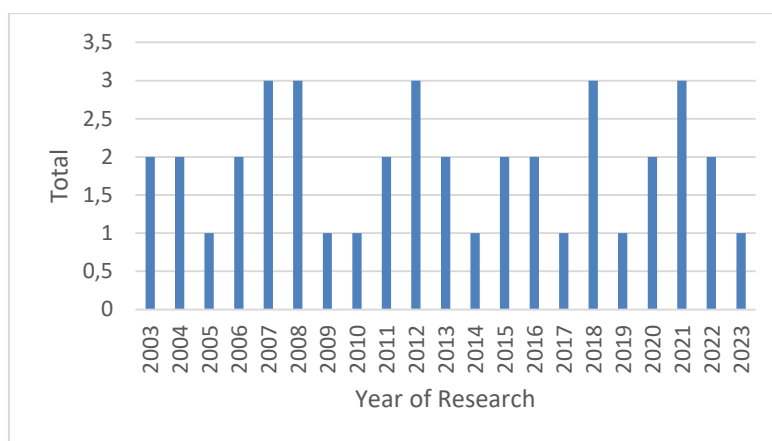


Figure 1. Number of Gender Stereotype Research Publications over 21 Years (Source: Author Process Data, 2023)

Research on gender stereotypes in the workplace is important because this problem is still relevant in society and the work environment today. Gender stereotypes can influence several aspects, such as recruitment, promotions, salaries, assignments, views on leadership, and the work environment in general. Even though there has been progress in gender equality, gender stereotypes are still a barrier, especially for women, to achieve their ambitions in the work environment. The research that has been carried out will influence views on gender stereotypes because the research results can become a reference for organizations to be implemented by workers, managers, and organization owners and influence the way workers, managers, and organization owners think about the negative impact of gender stereotypes in the work environment.

Types of research

Based on Figure 2, qualitative research is the type of research most widely used by researchers to discuss gender stereotypes in the workplace., Gender stereotypes are intricate and multidimensional, influenced by a wide range of elements such as interpersonal relationships,

organizational procedures, and cultural standards. By giving participants a forum to tell their stories, voice their opinions, and explain how gender stereotypes show up in their day-to-day experiences at work, qualitative research enables researchers to fully understand the nuances of these relationships. This type of research is used to explore in-depth experiences regarding experiences, attitudes, and perceptions that are influenced by gender stereotypes in the workplace through interviews, literature studies, or other methods. By understanding individual experiences and perspectives, researchers can find effective solutions and practices to promote gender equality and reduce the impact of gender stereotypes in the workplace.

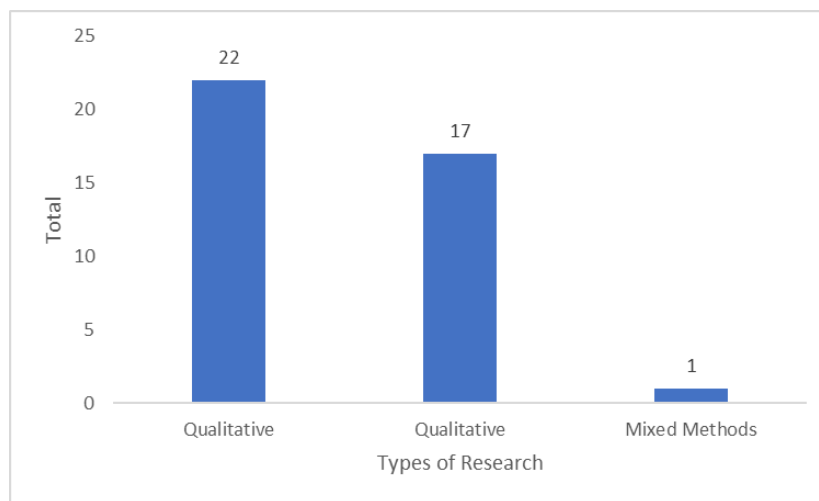


Figure 2. Distribution of Gender Stereotype Research Based on Research Type (Source: Author Process Data, 2023)

Quantitative research is a design that researchers also use to see the extent of gender stereotypes in the workplace. Quantitative research is often used in studying gender stereotypes because it collects and analyzes numerical data that can be used to draw statistical conclusions. This method can help identify patterns and trends in perceptions and behavior based on gender stereotypes. In addition, quantitative research can help measure the impact of gender stereotypes in various aspects (Krishna & Orhun, 2022). Meanwhile, mixed methods research is used less frequently than quantitative or qualitative research in gender stereotype research. There are examples of mixed methods research used in gender stereotype studies, but qualitative is predominant. For example, research where respondents match pictures related to gender roles that have been given, and then participants are asked to identify their self-perception of the role and their perception of the role of the opposite sex (Merma-Molina et al., 2022). By combining these two methods, researchers can check research results and provide a more diverse understanding of an issue. However, this research type can take longer than one method alone.

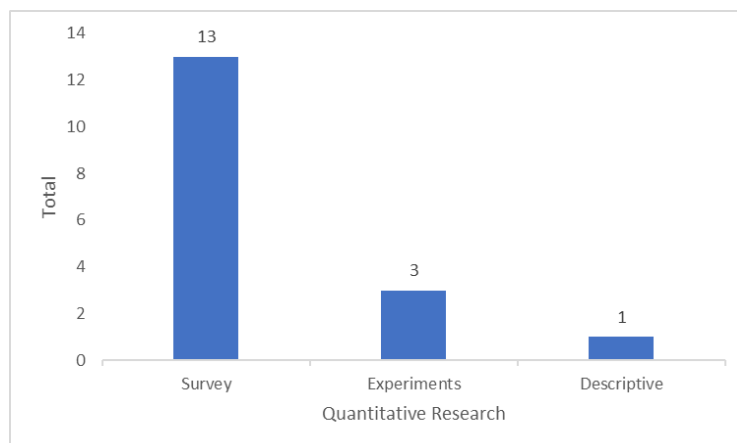


Figure 3. Distribution of Quantitative Research with Gender Stereotypes
(Source: Author Process Data, 2023)

Based on Figure 3, surveys are the most widely used in research on gender stereotypes in the workplace. This survey is widely used because it collects large amounts of quantitative data efficiently, can be analyzed statistically, creates a broader general picture, and makes data collection easier. Additionally, it can measure attitudes, beliefs, and perceptions related to gender stereotypes in the workplace. Researchers can assess participants' agreement or disagreement with the statements using a Likert scale, multiple-choice questions, or others.

Apart from that, experiments are also used in research to be able to explore but are less common, unlike surveys. However, this research can be an alternative for researchers who want to write research on the issue of gender stereotypes. Meanwhile, descriptive research is rarely used in gender stereotype research because gender stereotypes have two components, namely descriptive and prescriptive. Descriptive gender stereotypes relate to beliefs about behavior that men and women generally carry out. On the other hand, prescriptive gender stereotypes relate to assumptions about the behavior that men and women should carry out. Prescriptive gender stereotypes can fuel prejudice and discrimination if there is a mismatch between gender stereotypes and expected roles. In many cases, gender stereotypes result in discrimination that is detrimental to women, such as differences in remuneration levels for men and women, as well as different views of the two genders both in the private sector and in the workforce (Mihalcova et al., 2015). In addition, descriptive gender stereotypes can also cause prejudice if individuals violate existing gender norms (Hentschel et al., 2019).

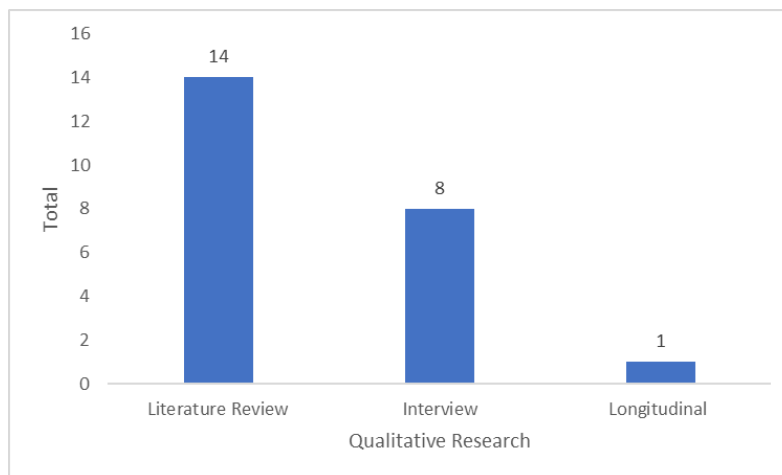


Figure 4. Distribution of Qualitative Research with Gender Stereotypes
(Source: Author Process Data, 2023)

Based on Figure 4, literature studies are widely used in research on gender stereotypes in the workplace. Literature research is used to study gender stereotypes in the workplace to collect and combine existing information regarding the causes and impacts of gender stereotypes in the workplace (Tabassum & Nayak, 2021). Literature study is the process of collecting and reviewing the latest knowledge on a particular topic in a structured manner. This can also help researchers identify different outcomes of changes in gender stereotypes over time (Priyashantha, De Alwis, et al., 2021).

Some studies use interviews as a method. Interviews are used in studies of gender stereotypes in the workplace to understand existing habits, gender biases, and minor harassment women experience. Interviews can help researchers gain insight into attitudes regarding gender roles and stereotypes in the workplace (Latu et al., 2015). Longitudinal surveys are rarely used in gender stereotype research. Still, future research can use this type because it helps study changes in gender stereotypes in various ways, including tracking changes in attitudes and behavior over time regarding their views on gender stereotypes.

Research subject

Stereotypes in the workplace are aimed at employees from various industries, both men and women. Several students want to see the extent of the perception of gender stereotypes in the workplace. Based on previous information, researchers often use survey designs and literature studies. This shows that the research seeks to compare several designs on the issue of gender stereotypes in the workplace. In carrying out research, researchers need research subjects to study the truth (Laela & Azhari, 2023).

Based on Figure 5, the research subjects that are often chosen are journal articles because they use literature studies in line with research by (Tabassum & Nayak, 2021), which explains gender stereotypes, followed by private sector employees and managers whom researchers often choose. After all, gender stereotypes are often studied in the context of recruitment practices and career development. Besides that, there is a gender division of labor. Meanwhile, students were taken as research subjects in previous research by (Juodvalkis et al., 2003a) with an experimental design to see the extent to which students perceive gender stereotypes in the workplace using

provided stimuli, different from current research, which takes employee research subjects (Carpini et al., 2023; Merma-Molina et al., 2022) and managers (Khairi et al., 2023). Civil servants tend to rarely be the subject of gender stereotype research because of the possibility of difficult licensing bureaucracy to conduct research. They are not considered to have positions or roles based on gender. This can create a new alternative for further research in determining research subjects.

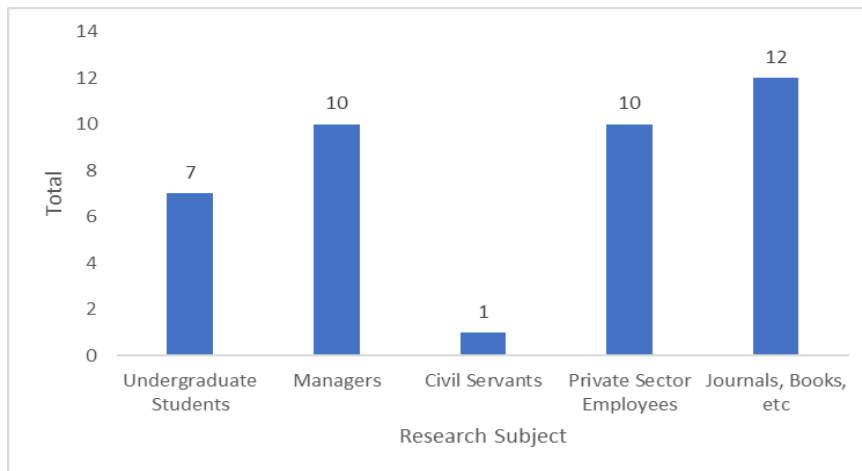


Figure 5. Research Subjects (Source: Author Process Data, 2023)

Data Collection Tools

In carrying out research, researchers need tools for data collection. Gender stereotypes in the workplace can be measured using various instruments from previous researchers. Based on the data shown in Figure 6, literature studies, such as books, journals, and others related to qualitative data, are most often used to collect data regarding gender stereotypes in the workplace. This will be followed by a collection with questionnaires that can collect large-scale data, becoming a cost-effective way to collect information for senders and respondents in terms of time, effort, and cost ease of data analysis. Some researchers use interview sheets as a data collection tool. Through sheets involving topics related to gender stereotypes in the work environment, researchers can better understand this issue and develop strategies to overcome the problem.



Figure 6. Data Collection Tools (Source: Author Process Data, 2023)

Data Analysis Method

Data analysis methods used in research can vary, depending on the type of research and the objectives of the research. Based on Figure 7, many authors used literature studies of 19 studies as a data analysis method. Literature studies can provide an overview of writing on a given issue to understand current knowledge about the issue better, identify gaps in knowledge and unresolved issues that one's research can address, and provide an overview of major findings and polemics about the issue. Researchers used literature studies to identify gaps in current knowledge and to develop a body of new research on gender stereotypes in the workplace (González et al., 2019).

Followed by percentage as a data analysis method, as done by (Gewinner, 2017; Merma-Molina et al., 2022). Using percentages in data analysis methods can provide valuable information about the distribution or proportion of a variable in the sample or population being studied. The general use of percentages in quantitative data analysis presents and describes data in relative percentages as a summary.

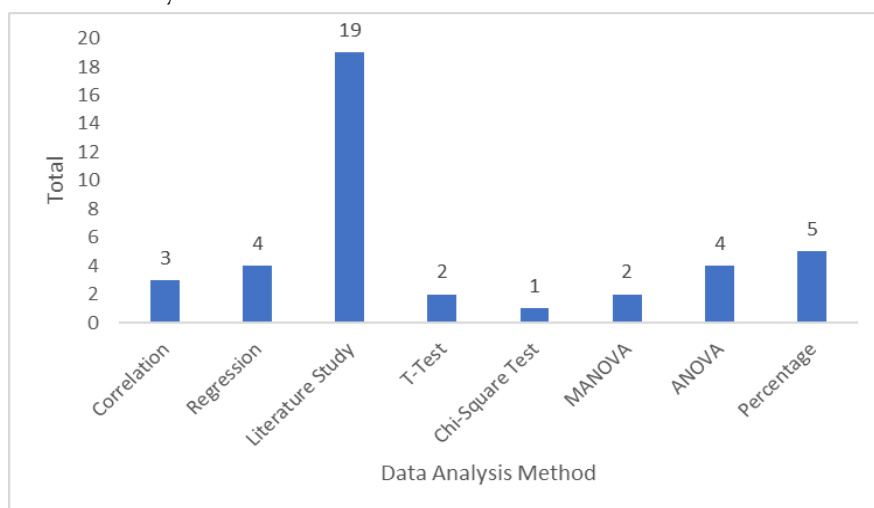


Figure 7. Data Analysis Method (Source: Author Process Data, 2023)

The ANOVA test can also be used as a data analysis method for research into gender stereotypes in the workplace. Analysis of variance (ANOVA) is a statistical procedure concerned with comparing means of several samples. It can be considered an extension of the t-test for two independent samples to more than two groups. The purpose is to test for significant differences between class means, and this is done by analyzing the variances (Ostertagova et al., 2013). The types of tests used are mixed-model ANOVA (Juodvalkis et al., 2003b; Kusterer et al., 2013a), one-way ANOVA (Kaushik et al., 2014a), and two-way ANOVA (Sczesny et al., 2004a). Researchers used the ANOVA test to evaluate the influence of research area and type of industry (Garcia-Gonzalez et al., 2019) on the impact of power status on gender stereotypes towards women in the workplace and career. This test can be used to analyze data related to gender stereotypes in the workplace. For example, they compared gender sensitivity and gender role stereotypes according to general characteristics.

DISCUSSION

Gender stereotypes are often assumed to be a barrier between men and women developing decisions regarding life plans. Gender stereotypes also violate human rights (Tabassum & Nayak,

2021). Stereotypes are thought to originate from traditional gender stereotype roles that grow in society (Haines et al., 2016). Several theoretical foundations and several cultures that support the existence of gender stereotypes also further strengthen scientific arguments regarding gender stereotypes (Priyashantha, Alwis, et al., 2021). Expectation states theory argues that gender becomes salient when it differentiates employees culturally about the task at hand and that employees draw on cultural beliefs about the status implications of their distinguishing characteristics for the organization (Weyer, 2007). Since gender is a defining characteristic of status in many countries, this explains why gender inequality will not change quickly.

Highly hierarchical societies with high power distance tend to more readily accept inequality, including gender inequality (Stedham & Yamamura, 2004). When women and men are exposed to gender stereotypes, they become more accepting of existing gender inequalities (Jost & Kay, 2005). With the assumption that women are better at carrying out their duties as good wives and mothers, while men will take positions in the workplace, there are differences in gender socialization that encourage men and women to behave like opposites. According to (Dubbelt et al., 2016; Rudman & Phelan, 2008) there is a prevailing perception that men possess certain advantages compared to women. Despite the prevailing societal expectation that men are not obligated to engage in employment while women are confined to the role of homemakers, it is evident that gender stereotypes continue to exert a significant impact (Prentice & Miller, 2006). Gender stereotypes have been identified as an essential factor contributing to the presence of the glass ceiling and the labyrinth effect, which result in ambiguity surrounding the functional responsibilities associated with women's and men's professions (Mihail, 2006).

Gender stereotypes consist of a descriptive part that shows general perceptions of men and women and a prescriptive part that shows the actions of men and women (Gill, 2004). Prescriptive gender stereotypes state things women or men should not do within their limits (Heilman & Okimoto, 2007). However, there is an overlap in the content of prescriptive and descriptive gender stereotypes (Burgess & Borgida, 1999; Prentice & Carranza, 2002). Stereotypical attitudes towards women are often considered the main determining factor in inequality (Kaushik et al., 2014b). In addition, men are considered superior regarding sources of thought as a characteristic (Heilman & Parks-Stamm, 2007).

Based on (Heilman, 2001) research, women who do not meet gender requirements are belittled, considered interpersonally hostile, and disliked. Additionally, it has been shown that violations of gender-related rules in the workplace result in more tangible penalties, such as reduced wages (Brett & Stroh, 1997), decreased desire for promotion and recruitment (Rudman, 1998), and reduced recommendations for organizational rewards (Heilman & Chen, 2005). Women are also still not given equal consideration based on their skills and abilities due to the expectation that they are not built to do the work that men usually do. Women continue to face repercussions when they transgress the rights that have been given for their gender. This phenomenon restricts women from progressing in their professional pursuits and results in their being met with disapproval and rejection when they attempt to do so. Therefore, women can succeed in traditionally perceived as inappropriate domains. Women continue to experience reactions that undermine their talents, ranging from subtle to overt, both deliberate and inadvertent, resulting in disappointment (Eagly & Carli, 2003). According to (Rudman & Glick, 2001), failing to comply with gender norms might result in negative performance outcomes due to the condemnation received from society.

In addition, women are prohibited from showing self-assertion, dominance, and achievement orientation as men do (Rudman & Phelan, 2015). If women do this, they will be considered to have violated gender regulations, which have consequences (Carli, 2001). If women want to succeed in high-level work environments, they may have to break the rules of gender stereotypes (Smith et al., 2021). They must be able to compete aggressively for positions, act independently and decisively, and take control when the situation requires it. However, research has proven the dangers of women breaking out of their personalities and behaving more like men. Thus, women often receive negative treatment because of behavior that is inconsistent with stereotypes (Heilman, 2012).

From an alternative standpoint, it appears that gender stereotypes are absent within marginalized groups that lack dominance and a specific social position. According to the theoretical framework of expectation states theory, it is posited that after status beliefs and social hierarchies have been established, groups of individuals would have a sense of dominance and exert control (Weyer, 2007). Stereotypes can generate self-fulfilling prophecies when they contribute to realizing anticipated abilities or characteristics associated with individuals based on their gender. In leadership, there appears to be a perpetuation of beliefs surrounding effective leadership and the traits associated with man and women leaders across different cultures, including those that advocate for gender equality (Koburtay et al., 2019). Women perceive other women as a collective entity that occupies a subordinate position relative to men. The presence of preconceptions is an extra challenge for women aspiring to progress in their professional endeavors and assume positions of power, as they must not only confront the biases held by others but also overcome their preconceived notions (Sczesny et al., 2004b). Frequently, women tend to refrain from presenting themselves as candidates for leadership roles due to their perception that men typically occupy such positions. This perception tends to undermine their motivation and may result in diminished performance. Women who assume leadership positions frequently encounter unfavorable perceptions from both men and women individuals. According to (Fuegen, 2015), those who adhere to traditional leadership practices and are perceived as exceptionally skilled may be viewed as incompetent or highly competent in fulfilling their responsibilities. Furthermore, when women adopt masculine traits, they are often perceived as excessively impolite. Hence, women occupying leadership roles face the dilemma of balancing their likability with the level of respect they command. According to (Bielby & Bielby, 1988), women must exert greater effort than men to establish competence.

Gender stereotypes and leadership roles create obstacles in two ways in which women leaders must confront the contradiction between their gender and their position. Women must convince others of their abilities. In addition, women need to overcome the controversial stereotypes they receive regarding their gender (Galanaki et al., 2009). Concern about evaluating their performance rather than focusing on learning opportunities can result in not making the decisions necessary for career advancement. Thus, women have identified stereotypes as an important barrier to occupying the most senior positions in business, and scholars and researchers have consistently researched and provided views on this over the years (Heilman, 2001). This is consistent with the general assumption that perceptions of appropriate leadership are influenced by gender (Jonsen et al., 2010). Thus, regardless of cultural background, stereotypical men's behavior is closer to good leadership than stereotypical women's (Prime & Maznevski, 2008).

The impact of gender stereotypes can be varied, considering that, internationally, there is still a shortage of people with advanced leadership skills. The maintenance of stereotypes regarding women's limited skills will further exacerbate discrimination against women and make them reluctant to utilize leadership competencies (Eagly & Carli, 2003). Thus, it seems that women are not completely free from the burden of gender stereotypes. When women seek higher positions, they tend to be considered incompetent for treatment. When they choose to do or take jobs according to the terms of their gender, they will occupy positions that do not provide room for growth. Therefore, women have to bear the huge consequences. Women tend to be disliked and belittled interpersonally when they exceed expectations and succeed. Thus, despite major progress in recent years, the detrimental impact of gender stereotypes on career prospects and barriers for women to strive remains. In contrast to previous research, compared to male leaders, female leaders were more likely to use transformational leadership techniques. Moreover, it was found that female managers exhibited greater transformative leadership than their male counterparts (Safrina Rouzi et al., 2022)

In addition, although the status of women in the current workforce is still hampered by gender stereotypes and their negative impact on evaluation and decision-making, there are reasons to remain optimistic (Kusterer et al., 2013b). There are opportunities for increased personal and organizational awareness of some gender issues and ongoing efforts to combat the negative impacts of gender stereotypes. However, these optimistic thoughts should not obscure the current reality. As the number of women who have broken into more advanced positions has increased, the idea of what characteristics define such things has shown signs of shifting. In addition to the gradual changes that may occur in the way we think, there is some evidence that there are changes in how we think about women. There is evidence that society believes that women are becoming more like men over time and are expected to continue to do so (Diekman & Eagly, 2000).

If there is a change in the conceptualization of effective leadership over time, there should be a reduction in the perceived mismatch between women and their successful competencies. If this happens, this reconceptualization will change the impact of prescriptive gender stereotypes and reduce perceived normative violations. If gender role-based expectations are largely the cause of gender stereotypes, it can be expected that these stereotypes will fade as the number of women entering the workforce equals the number of men. Some have discussed the advantages of leadership, and there is evidence that women are sometimes rated better than men at upper levels of management (Rosette & Tost, 2010). However, it should be noted that this research shows a tendency to value women more than men. Women continue to be disadvantaged in evaluating the positions they most often hold and the positions that serve as stepping stones to the top.

Based on the discussion of gender stereotypes, future research could examine characteristics moderating backlash. Additionally, researchers can investigate why people stereotype women and successful leaders in certain societies and how cultural values and traditions explain the underrepresentation of women leaders in the workplace. Further research should also encourage more efforts to examine other reasons for women's underrepresentation in the workforce. Research could examine the impact of women occupying roles that defy gender stereotypes.

CONCLUSION

Although the status of women in the workforce remains hampered by gender stereotypes, there are reasons to remain optimistic. However, these optimistic thoughts should not obscure the current reality. Women are still not given equal consideration based on their skills and abilities. This is due to the expectation that they are not equipped to do the work that men usually do. Women are still punished when they violate the dos and don'ts prescribed for their gender. This forces women to act in ways that do not advance their careers and causes them to be disliked and rejected when they do the same. Women are also considered to achieve success in fields that are considered gender non-conforming. Women are still the recipients of reactions rooted in bias. Thus, the consequence for the organization is a failure to utilize human resources as effectively as possible. When women are the targets of gender bias, it is not just them but the organizations where they work and society as a whole who suffer.

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