

Cross-Cultural Comparative Study of Social Perceptions of Women's Dual Roles in the Household and Career: Case Studies in Indonesia-Taiwan

Anitiyo Soelistiyono ^{1*}, Chen Fei Chuan ²

¹National Yunlin University of Science and Technology, Department of Technological and Vocational Education, Yunlin, Taiwan

² National Yunlin University of Science and Technology, Department of Technological and Vocational Education, Yunlin, Taiwan

DOI: <https://doi.org/10.56293/IJMSSSR.2022.4548>

IJMSSSR 2023

VOLUME 5

ISSUE 1 JANUARY – FEBRUARY

ISSN: 2582 - 0265

Abstract: This study compares social perceptions of women's dual roles as career women in Indonesia and Taiwan. The research sample is domiciled in Indonesia and Taiwan. We use a qualitative descriptive approach, explicitly using in-depth interviews.

The findings show that participants from Indonesia and Taiwan have the same perception of women's role in equal opportunities in careers for women. In addition, family and society provide support to women for jobs, and even though women have careers, women can still divide their time between family and work. Furthermore, with a career, women can achieve a high social status in society, and with a job, women can help the family's economy. This study argues that women can have careers and at the same time become homemakers.

Keywords: Cross culture, social perception, women's role

1. Introduction

The increase in employment for women in the organized employment sector is higher because it is safer and better paid. Increasing female education levels has led to faster job growth for women, seen in the modern employment sector and white-collar jobs.¹ The development of participation of women workers in these careers shows a significant increase. Furthermore, the development of career women in managerial tasks that have traditionally been the positions of male workers has also increased. Men are identified as complex, solid and rational, while women are soft, weak, and emotional. Based on this perception, society views the roles expected of men and women differently. For example, men become the head of the family to make a living while women take care of the household and raise children.

Furthermore, the struggle for women's emancipation has shown results. These changes occur in the social role of women. Traditionally, those who dominate the social position of women are homemakers. The social role of women develops in carrying out a profession or career, including many women who have jobs in various sectors of life. However, it is recognized that their traditional role as housewives is still closely related to the development of their existence, including the large number of women who have careers in various sectors of life. Many things cause women to pursue careers, such as increasing family income and helping husbands earn a living because the husbands' income is not enough to meet family needs so it can suppress the role and position of homemakers in marriage as dependents.

Society still believes that women have the primary role of wives and mothers. On the other hand, women carry out their roles as workers. With such conditions, working mothers cannot carry out their office duties and divide their time optimally. In his work, *A Theory of the Allocation of Time*, a researcher named Becker revealed that each individual has time allocated for work or other activities.²

Until now, gender equality in Indonesia is often limited to women's equality in education and careers. Gender equality does not assume that men and women have the same abilities. This belief is that gender does not define

rights, opportunities, or responsibilities. However, not all aspects are equal, and in recent years, many women have played a role in men's jobs. Women have demonstrated their abilities as paid labor ³.

Implementing equality and eliminating women's bias is a significant concern today. However, the process of achieving women's equality cannot go fast. Acts of violence against women still often violate the current system, political rights, and the right to work for women. In addition, women still face many challenges in obtaining employment due to inconsistent implementation of laws or different perceptions of women's roles. ⁴

Although a woman's managerial personality may suit the manager's job, it is not following the character expected of a woman. This contradiction makes it difficult for subordinates to accept women as managers. Furthermore, women with a masculine personality profile may generate resistance among men with their traditional attitudes. Therefore, a male personality profile can sometimes interfere with the performance of female managers due to the attitudes expressed by their subordinates ⁵.

The modern world has created new roles for women, gradually approaching traditional male social functions such as working and earning money. The problem now is how a woman can play a dual role, namely, carrying out her work in the public sector by becoming a career woman and carrying out her rights and obligations as a housewife. In addition, problems and conflicts at work will drain energy and thoughts and preoccupy individuals, which will impact individual behavior and experiences with their families. ⁶

Women are no longer affected by gender ideology which places them in a passive position. However, it is recognized that their "traditional" role as housewives is still closely related to the development of their existence. Any profession that inspires women to choose must negatively or positively impact children, their families, and the environment.

Many Indonesian women are pursuing careers even by working abroad. They prefer to work and have a job abroad because of the high salary. Taiwan is one of the destination countries for Indonesian workers abroad. In the end, this requires a comparative analysis of the issues that support it in its specific portion when looking at career women.

This study examines career women's achievement perceptions in Indonesia and Taiwan. Research Question: What are the perceptions of working women on their career achievements? What is the family's perception of career women? What is the perception of society around working career women?

2. Literature Review

2.1. Cross Culture

An anthropologist categorizes culture into high context or mainly implicit information, and low context culture based on communication style, or almost all of it is explicit ⁷.

One of the authors of such a theory is Geert Hofstede. He is a developer of the cultural variation literature and a methodology based on dimensions of culture. His book *Cultures' Consequences* is essential for applying culture to business. Cultures can differentiate according to many criteria. Hofstede's six-dimensional model of national culture: the first is the power distance index, the second is Individualism versus collectivism, the third is masculinity versus femininity, the fourth is the uncertainty avoidance index, the fifth is pragmatic versus normative, and the last is the dimension of indulgence versus restraint ⁷.

According to one scholar, culture programs the collective mind to separate followers of individual groups or categories from others. Based on this definition, significant cross-cultural differences in career influence and aspirations are to be expected ⁸. Previously, Hofstede initially found four dimensions of culture:

1. Individualism versus collectivism.
2. Masculinity versus femininity.
3. Uncertainty avoidance.
4. Power distance and in later work, and the final dimension is future orientation added. ⁹

Cross-cultural research is research from an outsider's perspective that compares and contrasts the behavior of people from different cultures and then explains the differences¹⁰.

The methodological perspective distinguishes cross-cultural studies in three dimensions. The first dimension is the exploration or testing of specific hypotheses. The second dimension is to compare countries or ethnic groups and the particular characteristics of a country or ethnicity. In addition, the third dimension corresponds to constructs or score levels¹¹.

The science of using data from other societies to evaluate ideas about human behavior and culture is known as cross-cultural studies¹². Social perception is a projection of the character representation of the world¹³.

2.2. Social perception

Social perception refers to accurate interpretations and inferences about other people. The expressions and activities of other people create a higher level of social perception to find out what other people do next¹⁴. Furthermore, the social perception will show perceptual and sensory-motor processes in social interaction¹⁵. The process by which people create opinions about other people and make sense of information about them is known as social perception¹⁶.

According to psychology and cognitive science, social perception is acquired, interpreted, selected, and organized sensory information in interpersonal and social interactions. The word perception comes from the Latin caper, which means to take, and the prefix per, which means altogether. Thus, social perception is a projection of the character representation of the world¹³.

2.3. Women's Role

Traditionally, the dominant social role of women is that of housewives, and men's social parts are focused on work and family maintenance. However, women's social functions are developing towards the profession, while men are increasingly taking care of the household¹⁷.

Different genders show the roles of men and women. Men have more power, and women maintain their household life. Even when the environment changed to become industrialized, women's role as wives prevented women from entering the workplace, making men more assertive at work¹⁸.

Gender and physical differences determine the social roles of men and women. Furthermore, the gender and physique of men and women interact with social culture related to work¹⁹. Therefore, the human perception of gender roles is that gender follows human functions based on physical activity.

3. Research Methodology

3.1. Sample

The sample of this study was 16 participants who were all female from Indonesia and Taiwan. The working women in this study have been working and working in their positions for 5-15 years. The participants consist of four managers, three lecturers, two business people, two shop assistants, one teacher, one marketing officer, one civil servant, and two staff companies. The answers from 16 represented the overall answers about career women.

Table 1 Demographic characteristics of the participants in the research

Participant	Code	Gender	Age (Years)	Marital Status	Country	Employment
Partisipan 1	P1	Women	50	Married	Indonesia	Manager
Partisipan 2	P2	Women	47	Married	Indonesia	Manager
Partisipan 3	P3	Women	40	Married	Indonesia	Lecturer
Partisipan 4	P4	Women	41	Married	Indonesia	Lecturer

Partisipan 5	P5	Women	35	Married	Indonesia	Lecturer
Partisipan 6	P6	Women	48	Married	Indonesia	Government employees
Partisipan 7	P7	Women	30	Married	Indonesia	Company Personnel Staff
Partisipan 8	P8	Women	32	Married	Indonesia	Company Personnel Staff
Partisipan 9	P9	Women	40	Married	Taiwan	Manager
Partisipan 10	P10	Women	35	Married	Taiwan	Manager
Partisipan 11	P11	Women	42	Married	Taiwan	Businesswoman
Partisipan 12	P12	Women	26	Married	Taiwan	Shop employee
Partisipan 13	P13	Women	45	Married	Taiwan	Employment agency
Partisipan 14	P14	Women	35	Married	Taiwan	Hospital nurses
Partisipan 15	P15	Women	50	Married	Taiwan	Businesswoman
Partisipan 16	P16	Women	49	Married	Taiwan	Businesswoman

3.2. Study Design

This qualitative research uses a conventional content analysis approach. Qualitative research understands concepts, opinions, or experiences that require collecting and evaluating non-numeric data. So it is possible to use it to conduct in-depth interviews. In simple terms, qualitative research aims to find answers to a phenomenon or question by systematically applying scientific procedures. Qualitative research is a tool for investigating and understanding the significance of several individuals or groups to social or humanitarian issues. Anyone undertaking this type of research must take an inductive approach, concentrate on specific meanings, and translate the complexity of the problem ²⁰.

Qualitative methods emphasize deep understanding, complexity, and detail of the phenomenon being studied, and researchers are actively involved in the research process. In conventional content analysis, most of the data is obtained through interviews. Interviews with individuals allow us to understand participants' experiences and perceptions and derive richer data from their experiences [15]. Data were collected through semi-structured interviews based on relevant literature [16-19]. Exploratory questions are gradually used according to the participants' dialogue to extract further details and clarify the interviewee's explanations and examples. The questions were also explicitly aimed at gathering information about participants' perceptions of the concept of women's work, the concept of superwoman, taking a job, reasons for continuing to work despite having several other roles, and strategies used to maintain a balance between personal and work life.

3.4. Data collection technique

Data collection techniques are methods used to obtain the necessary data so that the data obtained can be accounted for and perfect. This study uses data collection techniques with in-depth interviews. In-depth interviews are qualitative research techniques that involve intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation²¹.

The data collection procedure is as follows; the first is to confirm the research to be carried out via email. The interviewer will explain the purpose of the study to the interviewee. The second procedure is to visit the participants to interview them according to the agreement. The interviewer recorded the interview with the interviewee's permission, which will be conducted for about 50-60 minutes. The interviewer analyzed data information using content analysis techniques²². Interviews can provide relevant and valuable information and depth of description consistent with research objectives. This study uses an appropriate research sample size and achieves theoretical saturation. Along with gathering information, analysis was carried out using content analysis methods to identify "participant perceptions."

Researchers interviewed 16 participants between July 2021 and July 2022 in Indonesian and English. Participants have different work backgrounds. After conducting in-depth interviews with the 16 participants, the researcher found data saturation for the answers to the questions asked, and no new data emerged. The demographic characteristics of the participants include Gender, age, education, occupation, marital status, and country of origin. Interviews were followed up for confirmation and accuracy. It then builds relationships among the parts of the interview using a constant comparative approach to organizing and analyzing the data. This consistent process will

produce saturation and will produce new theories. The theory will emerge through continuous analysis and re-duplication for more data collection and coding in research²³.

This technique requires exploring each data collection (interview transcript), such as a significant problem, recurring event, or activity transformation into interview data information. The researcher reviewed the interviews several times for confirmatory and contradictory statements the participants gave until the researcher could organize the data into good categories to answer the research questions. In this interview process, the interviewer asks questions and records the answers of the interview process without directing the participants' answers. Researchers conducted interviews with self-developed semi-structured questions. The interviews that were conducted satisfied the participants with the confidentiality of the research, and the participants could provide answers without hesitation. After agreeing on the location of the interview (partly at the participant's home and partly at the participant's place of work) and adhering to the principles of research ethics, the research objectives and confidentiality were explained. Furthermore, obtaining participant consent to participate in research and recording dialogue through the protocol. The information obtained was written and signed by each participant.

4. Discovery and Discussion

The expected findings from this study are perceptions of women's obstacles and achievements in pursuing a career by exploring the perceptions of career women.

4.1. Invention

The findings obtained are as follows:

1) Research interviews with participants from Indonesia

Based on interviews, research with Indonesian participants shows their perceptions of career women. Regarding question number one (Q1), how is the process of career women getting a job at this time, the average of all participants gave the following answers:

"Full of Struggle and need struggle"

"Not easy"

"It took a lot of effort and a lot of trouble"

This answer shows that career women are not easy to get their careers. They have to fight to get their jobs. Career women need a lot of effort and find a lot of difficulties to achieve their career.

Regarding question number two (Q2), how career women share jobs and behave with colleagues, some participants gave the following answers:

"Communicate well"

This answer shows that in work, career women need to communicate and behave well in sharing work with their colleagues to build good relationships. Therefore, they must always develop communication skills in dealing with colleagues.

Regarding question number three (Q3), about what can be observed from a career woman, several participants gave the following answers:

"Many dominate in the workplace"

"Competent"

This answer shows that in their work it turns out that career women always dominate in their work, and they have the skills, responsibility, leadership spirit, and have good competence in their fields.

Regarding question number four (Q4), whether gender supports or disapproves of liking work, all participants gave the following answers:

"Support"

"Gender affects job preferences, but seen from the weight or absence of work and also job position"

This answer shows that their gender supports their work as career women. Participant P3 answered if gender affects liking for work, but seen from the weight or absence of work and job position. Participant's answer (P3) indicated that women must look at the types of tasks given to them to get their careers.

Regarding question number five (Q5), are there any differences in the desired expectations of their work between female workers compared to male workers, all participants gave the same answer as follows:

"The same hope"

This answer shows that the expectations of female and male workers are identical. However, career women are more responsible, disciplined, work hard, always motivate subordinates, serve subordinates well, can coordinate and communicate well, are more flexible and can position themselves with their subordinates.

Regarding question number six (Q6) regarding the views of male and female subordinates on career women, some participants gave the following answers:

"Communicative"

This answer shows that to be a good career woman, a career woman must always communicate well with colleagues, subordinates, and the team to create a good working situation in her career.

Regarding question number seven (Q7), about whether it is easy or not easy to promote women, when viewed from a person's gender and character factors, some participants gave the following answers:

"Promoting women is easier"

This answer shows that to become a career woman, they have no obstacles to get promotion from their company. So it can be said that gender does not limit someone from having a career in a company.

Regarding question number eight (Q8), regarding any problems that occur in dividing tasks at work and work at home, all participants gave the following answers:

"There is no problem in dividing tasks at work with work at home"

This answer shows that they have no problem dividing tasks at work and working at home to become careerwomen. Career women can divide their time tasks, complete tasks at work well, and never face obstacles with their position at home.

Regarding question number Nine (Q9), about whether or not there is family support if a woman works as a career woman, all participants gave the following answers:

"Family support"

Based on all participants' answers, the family supports women working as career women. These answers show that to become a career woman, they have no problems with their families because their families always support their careers as career women.

Regarding question number ten (Q10), about whether work as a career woman affects household life, on average, they give the following answers:

"Very influential"

"Respected in society."

"Increasing income"

Here it can be seen that work as a career woman is very influential, respected in society, and can provide additional income for household life.

Based on the results obtained, the same thing was also conveyed: women can develop their abilities in the family as housewives and, at the same time, can create financial independence. ²⁴.

2) Research interview with participants from Taiwan

Based on interviews, research with Taiwanese participants shows their perceptions of career women. Question number one (Q1), regarding the process of career women to get the current job position, all participants answered as follows:

"It is not easy, and it takes struggle."

"Requires much effort, lacks understanding of the job, and lacks experience."

All participants answered that it is not easy for career women to get current positions, and they need to work hard to get the current job position. This answer suggests that career women must have experience, skills, knowledge, communication, and other abilities to get their job position. Career women always need help with problems or obstacles from colleagues, partners, and teams to reach their current position.

Regarding question number two (Q2), about how career women share work and behave with colleagues, some participants gave the following answers:

"Understand their character."

This answer shows that in her work, career women need to understand the character of their subordinates, co-workers, and the team to share work and behave to build synergistic performance. Therefore, they must continuously develop the essence of their relationship with their subordinates, colleagues, and team.

Regarding question number three (Q3), about what can be observed from a career woman, all participants gave the following answers:

"Being a career woman is difficult because women must be able to divide their time between household and career."

This answer shows that career women's work is not easy because they have work to complete and families to care for, so they must be able to divide their time between the household and careers in the company. Therefore, career women must have more time, energy, and thoughts to do their household tasks and at their workplace.

Regarding question number four (Q4), whether gender supports or disapproves of liking work, all participants gave the following answers:

"Supporting, very supportive."

"Depends on the company."

This answer shows that gender supports their work as career women.

Regarding question number five (Q5), is there a different expectation of female workers than male workers? Participants gave the following answers:

"Had the same expectations, no difference."

This answer shows that female and male workers have the exact expectations. However, women who have careers can be more responsible and disciplined, work hard, always motivate subordinates, serve subordinates well, coordinate and communicate well, be more flexible and position themselves with colleagues.

Regarding question number six (Q6), how do male and female subordinates perceive career women? They gave the following answers:

"More thorough, more assertive, dare to take new risks, more disciplined, agile, responsible, and less emotional." This answer shows that subordinates have a perfect view of career women. Good opinions from colleagues are more thorough, more assertive, dare to take new risks, are more disciplined, agile, responsible, and less emotional. This view shows that subordinates support career women as leaders in their companies. The study also found that women tend to adopt masculine professional standards despite taking advantage of anti-discrimination laws to enter the workforce. They understand that women must be better than their male counterparts, work harder, and make sacrifices. Their decisions regarding professions versus family obligations or care are purely hypothetical [25].

Regarding question number seven (Q7), about whether it is easy to promote women and whether gender affects this perception compared to one's character factors. They gave the following answers:

"Being a career woman is easy."

This answer perceives that to become a career woman, they have no barriers to getting a promotion at their place of work. Therefore, gender does not limit someone from having a career in a company.

Regarding question number eight (Q8), regarding the problem of dividing tasks at work and work at home. All participants gave the same answer for career women, namely as follows:

"There is no problem dividing work tasks with work at home."

This answer shows that they have no problem dividing tasks at work and working at home to become careerwomen. Career women can share their time and complete tasks at work well and never encounter obstacles with their role as a mother.

Regarding question number nine (Q9), how is family support for women who work as career women? All participants gave the same answer, which is as follows:

"Support"

Based on all participants' answers, the family supports women working as career women. These answers show that to become a career woman, they have no problems with their families because their families always support them as career women.

Regarding question ten (Q10), does working as a career woman affect household life? They gave the following answers:

"Adding insight"

"Major influence in helping household finances"

This answer shows that working as a career woman affects the household. It can be seen from the participants' responses that career women can develop an understanding and insight into their work. Career women can increase family finances if they work and have careers.

The same opinion states that career women can balance housework and office work, and they enjoy working situations both at home and at work. Career women can take care of the household and work as career women who can supplement their family income. ²⁴.

4.2. Discussion

Based on the results of interviews to explore the perceptions of working women, the perceptions of working women's husbands, and the perceptions of community members about career women in both Indonesian and Taiwanese cultures, the following perceptions were obtained:

1) Perceptions of working women toward their career achievements

Indonesian women think achieving a career requires struggle, accessible communication, and good communication at work. They also explained that the character difference meant they sometimes faced unpleasant attitudes at work. However, their families support their careers. There is no difference in views on work between men and women. They are more agile and perfect, use feelings rather than logic, and are more emotional at work. They convey that there is no problem between their work and household.

Meanwhile, Taiwanese career women argue that achieving a career takes work and requires effort to understand other characters. Gender supports their work, and the understanding of male and female employees is the same. They have advantages in thoroughness, being more decisive, daring to make decisions, and taking new risks, but being a little emotional. Furthermore, they do not experience problems between working at work and in the household, and they obtain support from their families for careers.

From the answers of participants from Indonesia and Taiwan, Indonesian and Taiwanese career women have the same perception that they struggle to achieve a career. They even get support from their families for a career, and they have no problems with their activities at work and with work at home. This answer can answer research question 1 regarding the perceptions of working women towards their careers.

2) Family perceptions of career women

Families of Indonesian career women answer that career women need to struggle to achieve a career because of many difficulties, lack of capital, communication, low education, lack of skills, and low discipline. Career women need family support. They are responsible, disciplined, and challenging workers at work. Career women always motivate their subordinates, serve them well, always coordinate, and are strong, strict, responsible, and communicative. Career women constantly monitor the performance of their subordinates, are brave, always confident, and quickly get promoted.

Furthermore, career women must understand their character in interacting with subordinates and gender supports their careers. Subordinates see career women's work as more disciplined, neat, agile, and responsible. They are easier to promote. Gender does not affect women in their careers, and there is no problem between work at work and home. They have influence, are respected in society, and have additional income for the family.

Meanwhile, families of women who have careers in Indonesia and Taiwan have the same perception that career women must struggle to achieve their professional careers, and their gender supports careers. Families support women in careers, and the family answered that career women have no problems between their jobs and housework. This answer can answer research question 2 about family perceptions of career women.

3) Perceptions of society around working career women

Community members around Indonesian career women answer that not all women want to have a career. Community members stated that career women support the work of subordinates and often dominate at work. They believe that men's and women's jobs are always flexible, women can communicate better than men, and women are easier to promote. Women gain careers based on achievement responsibility, regardless of gender. Furthermore, career women are fine between working at work and at home.

Society perceives that being a career woman is not easy, and there is no difference between men's and women's jobs. Career women have strong character, are soft in speech, not easily emotional, and depend on the character of each. They say that to promote careers for women based on ability and gender, according to community members, the family supports women for careers.

The results of interviews with citizen participants from Indonesia and Taiwan obtained the same perception that career women must struggle to achieve their careers. Furthermore, gender favors women for careers and promotions. Career women receive support from their families for careers, and career women do not have a problem between working at work and working at home. This answer can answer question number 3 regarding community members' perceptions towards career women.

The results of interviews with participants regarding career women show that the perceptions of career women in Indonesia and Taiwan are the same. Career women do not experience difficulties in a career, but they must struggle to get their careers. Furthermore, gender does not prevent career women from having jobs or being promoted. They get support in their careers, both from family and society. Career women can divide their time to complete work at the office and work at home. Career women are rewarded with high social status and can help the family economy.

5. Conclusion

The results of interviews with participants, namely working women, their families, and community members who live around career women's homes, show that career women do not experience difficulties obtaining and achieving careers even though they have to struggle hard. Gender does not prevent them from getting a job or getting a promotion in their career. This situation has another meaning: women have the same opportunities as men in a career. They get support from family and society in their careers. A career woman must have good communication skills with colleagues, subordinates, and the team. They can divide their time to complete work at the office and home. With a career, women get a high social status award in society. Women who have careers by working can help the family economy, be respectable in the eyes of society, and have an open mind. The study results show that career women in Indonesia and Taiwan can have successful jobs like men. According to research findings, women have more benefits in various ways, including job categories and positions.

This study obtains some other perceptions about career women from interviews with informants. The perception is that career women are more agile, thorough, neat, disciplined, communicative, responsible, flexible, and able to serve subordinates. An organization that has working women within it can encourage these women by expressing their professional aspirations or asking them to rate career women's performance. Furthermore, career women must make relevant others aware of their ambitions in a career and seek support to achieve their goals as career women. Organizations should be aware of the critical benefits of gender diversity in their organization and be willing to reconsider the standard practice. A similar opinion was conveyed by Ellemers²⁵, related to research findings, that employees and managers can develop other solutions to combine their professional careers with their family life.

References

1. Begum Sadaquat, M., & Sheikh QA. Employment situation of women in Pakistan. *Int J Soc Econ*. 2011;38:98-113. doi:DOI 10.1108/03068291111091981
2. Becker GS. A Theory of the Allocation of Time. *Econ J*. 1965;Vol. 75 No:493-517. <http://links.jstor.org/sici?sici=0013-0133%28196509%2975%3A299%3C493%3AATOTAO%3E2.0.CO%3B2-N>.
3. Fullerton HN. Labor force participation: 75 years of change, 1950-98 and 1998-2025. *Mon Labor Rev*. 1999;122(12):3-12.
4. Krisnalita LY. Perempuan, HAM dan Permasalahannya di Indonesia. *Binamulia Huk*. 2018;7(1):71-81. doi:10.37893/jbh.v7i1.15
5. Melamed T. Career Success: The Moderating Effect of Gender. *J Vocat Behav*. 1995;47(1):35-60. doi:10.1006/jvbe.1995.1028
6. Roehling P V, Moen P, Batt R. Spillover. In: Moen P, ed. *It's about Time*. Ithaca, NY: Cornell University Press; 2019:101-121. doi:10.7591/9781501728921-009
7. Hofstede G. Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings Psychol Cult*. 2011;2(1):1-26. doi:10.9707/2307-0919.1014
8. Malach-Pines A, Kaspi-Baruch O. The role of culture and gender in the choice of a career in management. *Career Dev Int*. 2008;13(4):306-319. doi:10.1108/13620430810880808
9. Dickson M. Research on leadership in a cross-cultural context: Making progress, and raising new questions. *Leadersh Q*. 2003;(March 2018). doi:10.1016/j.lequa.2003.09.002
10. Merkin RS. Cross- Cultural Communication Theory and Research, Overview. *Int Encycl Intercult Commun*. 2017:1-10. doi:10.1002/9781118783665.ieicc0098
11. van de Vijver FJR. Types of Comparative Studies in Cross-Cultural Psychology. *Online Readings Psychol Cult*. 2009;2(2):1-12. doi:10.9707/2307-0919.1017
12. Annamoradnejad I, Fazli MA, Habibi J, Tavakoli S. Cross-cultural studies using social networks data.

- IEEE Trans Comput Soc Syst.* 2019;6(4):627-636. doi:10.1109/TCSS.2019.2919666
13. Easton A, Emery NJ. The cognitive neuroscience of social behaviour. *Cogn Neurosci Soc Behav.* 2005;1-328. doi:10.4324/9780203311875
 14. Briefings TO. Social Perception : Definition and Explanation. In: *The Oxford Review Encyclopaedia of Terms.* ; 2016.
 15. Teufel C, von dem Hagen E, Plaisted-Grant KC, et al. What is social about social perception research? *Front Integr Neurosci.* 2012;6(DEC):1-9. doi:10.3389/fnint.2012.00128
 16. Morrison RL, Bellack AS. The role of social perception in social skill. *Behav Ther.* 1981;12(1):69-79. doi:10.1016/S0005-7894(81)80107-4
 17. Sekscinska K, Trzcinska A, Maison DA. The influence of different social roles activation on women's financial and consumer choices. *Front Psychol.* 2016;7(MAR):1-13. doi:10.3389/fpsyg.2016.00365
 18. Schneider MC, Bos AL. The Application of Social Role Theory to the Study of Gender in Politics. *Polit Psychol.* 2019;40(S1):173-213. doi:10.1111/pops.12573
 19. Eagly AH, Wood W. Social role theory. In: *Handbook of Theories of Social Psychology.* ; 2012:458-476. doi:10.4135/9781446249222.n49
 20. Creswell JW. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches.* fifth edit. Los Angeles: SAGE; 2017.
 21. Isabel M, Sierra EH. CONDUCTING IN-DEPTH INTERVIEWS: A Guide for Designing and Conducting In-Depth Interviews for Evaluation Input Want more papers like this? *Pathf Inder Int Ernat Ional Tool Seri Es.* 2006:1-17.
 22. Balyer A. Transformational Leadership Behaviors of School Principals: A Qualitative Research Based on Teachers' Perceptions. *Int Online J Educ Sci.* 2012;4(3):581-591. http://www.iojes.net/userfiles/article/iojes_949.pdf.
 23. Balyer A. School principals' views on administration work, their "frequent turnover" and its effects on their work. *Qual Rep.* 2017;22(5):1471-1487.
 24. Poduval J, Poduval M. Working mothers: How much working, How much mothers, and where is the womanhood. *Mens Sana Monogr.* 2009;7(1):63-79. doi:10.4103/0973-1229.41799
 25. Ellemers N. Women at Work: How Organizational Features Impact Career Development. *Policy Insights from Behav Brain Sci.* 2014;1(1):46-54. doi:10.1177/2372732214549327