Shattering Stereotypes and Glass Ceiling Dynamics: A Comparative Study of Women in Leadership Positions in the Netherlands and Taiwan.

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ABSTRACT

Women all over the world have been actively breaking barriers and reshaping the dynamics of leadership positions. While the 'glass ceiling' remains a challenge, it is clear that women in leadership roles are confronting stereotypes and pushing the boundaries of traditional views. The Netherlands and Taiwan, differing continents but two nations celebrated in their distinctive journeys towards gender equality. The Netherlands on one hand known for its progressive policies and steadfast dedication to gender equality, while on the other hand Taiwan who in recent years has made grave strides on the issue, both providing a compelling background for this study. Each nation's improvements have led to notable achievements in areas like labor force participation, workplace gender diversity and women's increased representation in leadership positions. This comparative study explores differences and similarities between the two, in focus groups, through a mix of qualitative in-depth interviews and quantitative questionnaires. Through exploring experiences of women who have already defied the norms, this research maps out the limits and delimits of gender stereotyping in the two nations and identifies persisting problematics. This study revealed significant commonalities between both, yet underlying motivations behind these shared traits are diverse and contrasting. Key words: The Netherlands, Taiwan, leadership, gender bias, gender stereotyping, conformation bias, gender roles, labor force participation, gender equality, GDP, SDG, GEM, GDI

打破女性職務限制潛規則：荷蘭與台灣女性領導職務之比較研究。

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摘要

世界各地的女性一直在積極打破障礙，重塑領導地位的動態。 雖然「玻璃天花板」仍然是一個挑戰，但很明顯，擔任領導角色的女性正在面對陳規定型觀念並突破傳統觀點的界限。 荷蘭和台灣雖然是不同的大陸，但兩個國家都慶祝了各自實現性別平等的獨特旅程。 一方面，荷蘭以其進步的政策和對性別平等的堅定奉獻而聞名，而另一方面，台灣近年來在這一問題上取得了重大進展，兩者都為這項研究提供了令人信服的背景。 每個國家的進步都在勞動參與、工作場所性別多樣性和女性領導職位代表性增加等領域取得了顯著成就。 這項比較研究透過質性深入訪談和量化問卷的結合，在焦點小組中探討了兩者之間的差異和相似之處。 透過探索已經違反規範的女性的經歷，這項研究勾勒出了兩國性別陳規定型觀念的界限和界限，並找出了持續存在的問題。 這項研究揭示了兩者之間的顯著共通性，但這些共同特徵背後的潛在動機卻是多種多樣且截然不同的。

關鍵字: 荷蘭, 台灣, 領導, 性別偏見, 性別刻板印象, 建構偏見, 性別角色, 勞動參與, 性別平等, GDP, SDG, GEM, GDI

Table of Contents

List of Tables

INTRODUCTION

Background

Women's inclusion in leadership roles and governing organizations is critical and essential to our societies. All public institutions must stand up for and respond to women and girls to defend human rights, support the rule of law, and offer justice to those who have been the victims of injustice. Although it is a goal and a means to more just and peaceful communities, equal representation has yet to be achieved. It is still subject to discrimination in a multitude of forms. One form is specific strong associations the public might have with women's capabilities, more commonly known as gender stereotyping.

Over the years, women have advanced in various sectors, including the labor market and the division of labor, access to the educational fields and subsequent resources available, financial independence, and more representation in governance and politics. However, several studies and publications examining this progress demonstrate that it needs to be more robust in certain areas, and, at worst, it is nonexistent, in some instances, susceptible to the danger of regressing. United Nations women mentioned and set 17 gender equality goals in 2023,[1] these are just one of the multitudes of lists regarding gender goals needing attaining. There is the growing need to comprehend how this discrepancy impacts men's and women's lives in various nations and cultures. The necessity of developing policies that promote gender equality is globally recognized. UN Women stated that in 2022, less than two-thirds, 61.4% of prime working-age women (ages 25 to 54) were in the labor force globally, compared to 90.6% of

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[1] UN Women and United Nations Department of Economic and Social Affairs. 2022. "PROGRESS on the SUSTAINABLE DEVELOPMENT GOALS the GENDER SNAPSHOT 2022." https://www.unwomen.org/en/digital-library/publications/2022/09/progress-on-the-sustainable-development-goals-the-gender-snapshot-2022.

prime working-age males in the labor force. Accordingly, including women in leadership has garnered significant attention worldwide due to its potential to capture a higher understanding of gender diversities. The gender gap in political representation worldwide is one of the largest to this day. According to the World Forum Gender Gap report, women represent 26.1% of the more or less 35,500 parliament seats worldwide, and only 22,6% of over 3,4000 ministers worldwide are women.[2] In 81 countries, there has never been a woman head of state, and only 27 countries currently have a woman head of state governing. According to UN Women, current managerial positions occupied by women represent just 28% of the total.[3] In the Netherlands, for every 100 male managers, there are only 34 female managers.[4] In Taiwan, for every 100 male managers there are 30 female managers.[5] Showing a similar contrast.

In the Netherlands, the most prominent theory for the under-representation of women in top positions is the substantial part-time contracts women have, this is shown by Merens through an analysis of the Dutch Labor Force Survey (EBB) from the Central Office for Statistics (CBS).[6] In the Netherlands 70% of women work part-time to balance paid and unpaid labor, suggesting that roles at home still predominantly fall on women, compared to 17% of men who work part-time. This number is the highest in Europe. In the EU, approximately only 40% of women work part-time. Working part-time for an extended period means that the employee in question has built up less human capital in terms of experience than an employee who has

[2] World Economic Forum . 2021. "Global Gender Gap Report 2021."
[3] UN Women and United Nations Department of Economic and Social Affairs. 2022. "PROGRESS on the SUSTAINABLE DEVELOPMENT GOALS the GENDER SNAPSHOT 2022." https://www.unwomen.org/en/digital-library/publications/2022/09/progress-on-the-sustainable-development-goals-the-gender-snapshot-2022.
[4] Minnes, Anouk . 2023. "Het Belang van Vrouwelijk Leiderschap | Great Place to Work." Www.greatplacetowork.nl. September 28, 2023. https://www.greatplacetowork.nl/inspiratie/blog/vrouwelijk-leiderschap#:~:text=In%20Nederland%20zijn%20er%20op.
[5] Taiwan News. 2021. "Global Gender." Www.globalgender.org. November 10, 2021. http://www.globalgender.org/en-global/news/detail/536.
[6] Merens, Johanna. 2022. "Een Lange Weg."

worked full-time for the same period. From that perspective, working part-time leads to a generally lower position in the long term than working full-time.

Taiwan, over the last decade has seen rapid economic development in foreign investment and the service sector, which are primarily based on female labor. This in turn led to the increase of female labor participation and education levels to further facilitate this economic development. However, labor shortages, despite rapid economic development, are seen in a multitude of sectors in Taiwan. Little research has been undertaken on female managers. According to research done by National Chung Cheng University, women's major career positions in Taiwan are considered in conventional terms as within the family, where women do not act as major supporters of the family income.[7] The research argues that gender ideology has shifted tremendously; however, family ideology has changed only slightly in Taiwan. Thus, familism and its associated mutual dependence between generations and reliance on women are still significant Taiwanese characteristics. Younger women no longer see housework and childcare as only women's responsibilities. Younger generations Taiwanese women push a more egalitarian attitude towards marriage and career ambitions, however due to familism, female managers in Taiwan are still underrepresented.

One pivotal aspect of this study is to examine the experiences of women in different cultural contexts. By comparing the Netherlands and Taiwan, two nations with comparable surface areas, population sizes, and economic developments in their respective continents, the research aims to provide valuable insights into the effectiveness of gender equality policies and their impacts on higher management. Taiwan, known as one of the "Four Asian Tigers" in the last

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[7] CHOU, WEN-CHI GRACE, PATRICIA FOSH, and DEBORAH FOSTER. 2005. "Female Managers in Taiwan: Opportunities and Barriers in Changing Times." Asia Pacific Business Review 11 (2): 251–66. https://doi.org/10.1080/1360238042000291153.

decade, distinguished for its economic development and focus on gender equality and the Netherlands, a country known for its progressive social policies and commitment to gender equality throughout history. This research aims to identify similarities, differences, and potential references that can be shared between these nations.

Motivation

Coming from a home with a stay-at-home mother who made a career until some point but met barriers that forced her to stop working, I found interest in the research topic and the barriers my mother had faced. In my passion for promoting gender equality, in combination with the inspiration I find in working women, my research topic arose. This research creates an opportunity to explore gender dynamics in the East and West, aiming to identify challenges faced by women who already have broken barriers by achieving higher managerial positions. This research intends to provide further insights into current-day problems and contribute to sustainable development goals worldwide, reducing inequality in the workplace.

Research Purpose

The purpose of this comparative study is to explore the scope of gender equality in two nations by comparing the experiences of women in leadership positions in different labor sectors. By exploring the impacts of gender stereotyping on working women's performances, career progression, and overall experiences, the primary goal to quantify the extent of gender inequality or equality and further give suggestions in identified challenges will be reached.

Research Questions

1. How do women in the Netherlands differ from Taiwan in their perception on the influence of gender stereotyping on their professional performance and career progression?

2. What are the common gender stereotypes faced by women in leadership positions in the Netherlands and Taiwan, and how do these stereotypes affect their experiences and opportunities?

3. What recommendations can be made based on the research findings and insights shared by comparing the two nations women in leadership positions?

Contribution

By comparing the Netherlands and Taiwan, the researcher attempts to find similarities, differences, common challenges and unique factors presented by women in in-depth interviews into the effectiveness of gender equality initiatives in different cultural contexts. Second, gaps in achieving gender equality within higher managerial positions in each respective nation will be identified in order to base further recommendations on.

Limits

The research findings through interviews will be limited to participants with high English proficiency. Data might be limited to specific labor sectors in addition to the selection of the focus group. Ensuring a diverse focus group can be challenging. Findings, therefore, cannot fully capture the perspectives of women across all sectors. Furthermore, the data analysis is solely based on the Netherlands and Taiwan. The generalizability of the research findings to other nations might not be effective of the likeliness that cultural contexts differ.

Delimits

This study is limited to women in leadership roles, it excludes women in non-leadership positions or other marginalized groups who might have different experiences than those in leadership positions.

LITERATURE REVIEW

Gender differences stem back to ancient times, and throughout history men and women are treated inherently different. There are numerous societal and cultural expectations towards women as well as towards men, in the range of treatment in employment, education, healthcare, and legal rights, these spheres are included but differing treatment is certainly not limited to. In order to understand the parameters of this research, other researchers applied the ideas of gender stereotyping. According to research by Six and Eckes gender stereotyping falls under a broader scope more commonly known as stereotyping, which is defined as a result of cognitive processes through social categorization, social inference, and social judgement. Stereotypes are preconceived beliefs about the characteristics of a certain group of individuals. Gender stereotypes and the behavior of gender stereotyping is further defined as the structured sets of beliefs about the personal characteristic of men and women separately.[8]

Gender stereotyping & Gender Roles

As Vinkenburg states, gender inequalities result from environmental differences in interactions within social context and societal expectations. Gender inequality refers to the unequal treatment of individuals based on their gender.[9] Giving men and women certain societal expectations, where we have a strong stereotypical image of a men's and female's role, this can be defined by applying expectations to what men and women are or were. This stereotype is not a set one since relationships within society and roles in this regard of gender are continually

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[8] Six, Bernd, and Thomas Eckes. 1991. "A Closer Look at the Complex Structure of Gender Stereotypes." Sex Roles 24 (1-2): 57–71. https://doi.org/10.1007/bf00288703.

[9] Vinkenburg, Claartje J., Marloes L. van Engen, Alice H. Eagly, and Mary C. Johannesen-Schmidt. 2011. "An Exploration of Stereotypical Beliefs about Leadership Styles: Is Transformational Leadership a Route to Women's Promotion?" The Leadership Quarterly 22 (1): 10–21. https://doi.org/10.1016/j.leaqua.2010.12.003.

shifting. The basic characteristics of the group are the measure of assessment when people are appraised based on a prescriptive stereotype.

In this research prescriptive stereotyping refers to gender stereotypes and societal expectations of how people should comply with traditional gender roles and behaviors. It is the belief that there are "prescriptions" or standards that dictate how persons of a particular gender should think, conduct, and display themselves in society properly. Prescriptive stereotyping in the context of gender suggests that there are prescribed or expected roles, behaviors, and attributes associated with being a certain gender, not ability. Although these expectations differ among cultures and countries, they frequently involve conventional beliefs and prejudices about the "appropriate" obligations and qualities of each gender.

Certain qualities and behaviors associated with one gender, such as ambition and assertiveness in men, are often less valued in women since they do not align with the expectations and stereotypes attributed to women. This concept is further explored by Vinkenburg, which also explains that this concept arises from the stereotypical idea of how men and women should act according to societal norms. Femininity and masculinity refer to the extent to which an individual perceives themselves as more masculine or more feminine within the context of the meanings attributed to these terms by a society.[10] As stated by Stets and Burke femininity and masculinity are rooted in ideas prevailing within the societal context of gender, rather than in the biological characteristics upon which a distinction between being male or female can be made.[11] The research states that a person who conforms to societal masculinity

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[10] Vinkenburg, Claartje J., Marloes L. van Engen, Alice H. Eagly, and Mary C. Johannesen-Schmidt. 2011. "An Exploration of Stereotypical Beliefs about Leadership Styles: Is Transformational Leadership a Route to Women's Promotion?" The Leadership Quarterly 22 (1): 10–21. https://doi.org/10.1016/j.leaqua.2010.12.003.
[11] Stets, J. E. & Burke, P. J. (2000). Femininity/Masculinity. Encyclopedia of Sociology, 997-1005.

norms will behave in a more dominant, competitive, instrumental, rational, and autonomous

manner, whereas societal ideas of femininity involve cooperative, warm, submissive, and

expressive behavior.

As explained by Vinkenburg another prescriptive, or prescribed, stereotypical distinction

is that women are more likely to adopt a communal approach (caring and sensitive), while men

are more inclined to employ an agency approach (directive and assertive).[12]

Conformation Bias & Self-Fulfilling Prophecy

Gender stereotyping is associated with making decisions based on distorted information

as to what a gender conforms too. Having strong prejudices means being prone to a concept

called confirmation bias. According to Nelson confirmation bias occurs when an individual's

preconceptions or prejudices cause them to seek confirmation of those expectations while

dismissing contrary evidence.[13] Here an individual can hold biased views about what roles men

and women should fulfill, such as the preconception that men are naturally more suited to

leadership tasks, whereas women are viewed as less adept. Within a group, shared conformation

bias can become highly ingrained due to the fact that group members reinforce each other's

biases. This results in an environment that strongly dismisses contrary evidence challenging

stereotypes. Conformation bias on a societal level impacts media representation, education, and

policymaking. Which further leads to perpetuation of gender stereotypes.

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[12] Vinkenburg, Claartje J., Marloes L. van Engen, Alice H. Eagly, and Mary C. Johannesen-Schmidt. 2011. "An Exploration of Stereotypical Beliefs about Leadership Styles: Is Transformational Leadership a Route to Women's Promotion?" The Leadership Quarterly 22 (1): 10–21. https://doi.org/10.1016/j.leaqua.2010.12.003.

[13] Nelson, Julie A. 2014. "The Power of Stereotyping and Confirmation Bias to Overwhelm Accurate Assessment: The Case of Economics, Gender, and Risk Aversion." Journal of Economic Methodology 21 (3): 211–31. https://doi.org/10.1080/1350178x.2014.939691.

Latu, Mast and Stewert discuss self-fulfilling prophecies, a phenomenon in which expectations, both implicit and explicit, that an individual has, will influence their behavior. It occurs as people behave in a way that aligns with these expectations, often without being aware of it.[14] This becomes problematic when these expectations are related to stereotypical gender roles. For example, if people expect women to be less suitable for leadership positions, women may unconsciously exhibit less assertive behavior, thereby confirming that stereotype and exhibiting self-fulfilling prophecies. In this way, the stereotype is perpetuated and at the same time validated. When women unconsciously exhibit self-fulfilling prophecies, it influences their work environment and their chances of career progression.

Conformation bias and self-fulfilling prophecies contribute to the perpetuation of gender stereotypes in societies. These phenomena can also have indirect influence through policies or organizational cultures that 'spread' them. It is crucial to consider these psychological processes when analyzing gender-related behavior in nations.

Gender Equality

Female inequality across nations has had several attempts at being quantified. In 1995 the United Nations Development Program (UNDP) proposed two indicators to measure the extent of gender inequality.

1. Gender-related Development Index (GDI): this index is based on life expectancy at birth, educational attainment, which is measured through a nations literacy rate and school enrollment, and access to certain resources such as but not limited to exchange rates

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[14] Latu, Ioana M., Marianne Schmid Mast, and Tracie L. Stewart. 2015. "Gender Biases in (Inter) Action." Psychology of Women Quarterly 39 (4): 539–52. https://doi.org/10.1177/0361684315577383.

based on purchasing power parity, expressed in terms of GDP per capita. These variables when used in the GDI are then adjusted for a measurement of gender equality.

2. Gender Empowerment Measure (GEM): consists of a combination of income shares, professional opportunities, and male and female representation in parliamentary seats as well as participation in economic decision-making.

3. Gender Inequality Index (GII): analyzes 3 domains: health, empowerment, and market opportunity, to determine the level of gender inequality in various nations. The GII ranges from 0, where men and women score similarly, to 1, where one scores poorly relative to the other across the mentioned domains.

GDI, GEM and GII combine the absolute values of the indicators under their respective considerations with additional inequality penalties.[15]

According to the 2023 World Economic Forum's Global Gender Gap report the top 5 most gender-equal nations orderly are Iceland, Norway, Finland, New Zealand and Sweden.

Table 1.   Highest Ranking Countries in Gender Equality

Rank	Country	Score (gap closed)
1	Iceland	91.2%
2	Norway	87.9%
3	Finland	86.3%
4	New Zealand	85.6%
5	Sweden	81.5%

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[15] Busse, Matthias, and Christian Spielmann. 2005. "Gender Inequality and Trade."

The World Gender Gap Report made this analysis on the basis of gender-based inequities and analyzed advancements made in the direction of gender equality in four dimensions: Economic participation and opportunity, educational attainment, health and survival and political empowerment. In continuance they assign each country a percentage based on how near they are to eliminating gender inequality, marking them from 1% to 100%, 100% having completely eliminated gender inequality and 0% not having any progress at all. With a score of 77.7%, the Netherlands ranks number 28 globally of the total 156 nations analyzed nations within this research report.[16] The report found that the Netherlands had made significant advancements in terms of education and labor force participation for women. It stated that this might be attributed to more effective educational institutions and roles that have been opened up or promoted to enable women's participation rate, such as effective diversity, equity, and inclusion (DEI) efforts promoting gender inclusion in the workplace. As for regions with highest and lowest percentages gender parity, the following statistics were found by the World Economic Forum:

Table 2.   Ranking Regions Gender Gap

Rank	Region	Gender Gap Closed
1	Europe	76.3%
2	North America	75.0%
3	Latin America & Caribbean	74.3%
4	Eastern Europe & Central Asia	69%
5	East Asia and Pacific	68.8%
6	Sub-Saharan Africa	68.2%
7	South Asia	63.4%
8	Middle East & North Africa	62.6%

[16] World Economic Forum. 2023. "Global Gender Gap Report 2023." Www3.Weforum.org. June 2023. https://www3.weforum.org/docs/wef_gggr_2023.pdf.

Europe ranks as most gender equal with the gap closed to 76.3% and East Asia as number 5 with 65.8%. The statistics of lower gender parity levels are reflected in the ranking of 10 countries largest gender gaps.[17]

Table 3.   Countries Largest Gender Gap

Rank	Country	Gender Gap Closed
1	Afghanistan	40.5%
2	Chad	57.0%
3	Algeria	57.3%
4	Iran	57.5%
5	Pakistan	57.5%
6	Mali	60.6%
7	Democratic Republic of Congo	61.2%
8	Oman	61.4%
9	Benin	61.6%
10	Guinea	61.7%

Taiwan, however, is not included in these reports. Taiwan's department of Gender Equality performed their own analysis in accordance with the United Nations Development Program (UNDP) and their Gender Inequality Index (GII), which is intended to demonstrate how gender disparity undermines national human development accomplishments. GII ranks Denmark, Norway, and Switzerland in the top 3, with values of 0.013, 0.016 and 0.018. The Netherlands ranks as number 5 in this analysis with a value of 0.025 in 2021.[18] When the statistics of Taiwan were combined and included into the GII calculation formula by the department of gender

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[17] World Economic Forum. 2023. "Global Gender Gap Report 2023." Www3.Weforum.org. June 2023. https://www3.weforum.org/docs/wef_gggr_2023.pdf.

[18] United Nations Development Programme. 2021. "Gender Inequality Index." Hdr.undp.org. 2021. https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII.

equality, Taiwan's GII value in 2019 was 0.045, placing it first in Asia and sixth out of 163 countries evaluated in that year.[19] While this data is not scientifically supported by statistics of the UNDP report, it still demonstrates that Taiwan is making progress in terms of gender equality.

The most gender unequal nations of the world are a result of a multitude of factors. For better understanding we can narrow it down to a few certain contributors. Issues like high amounts of conflict, poverty, and restricted access to resources and opportunities, give rise to considerable gender-based gaps and inequality. Both inequality and equality seem to be determined by 3 key factors, education, workforce participation including economical participation and political representation. All of the above-mentioned indexes or measuring tools use some form of these factors to determine how gender equal a nation is, in addition to comparing them to one another. On both sides, the Netherlands and Taiwan don't seem to be applicable for such issues, resulting in insignificant high gender-based gaps and inequality.

Gender Wage Gap

Gender wage gaps are a modern-day illustration of gender inequality and in turn refer to workforce and economic participation. The gender wage gap refers to variating salaries between men and women working the same job, hereby women earning less than their male counterparts. The gender wage gap significantly affects women's economic stability and participation, and in turn societal status. According to Organization for Economic Cooperation and Development the wage gap is defined as "*difference between median earnings of men and women relative to median earnings of men.*"[20] Data is based on both full-time employees and self-employed

[19] Department of Gender Equality, Yuan. 2022. "Gender at a Glance."
[20] OECD. 2023. "Earnings and Wages - Gender Wage Gap - OECD Data." OECD. 2023.
https://data.oecd.org/earnwage/gender-wage-gap.htm.

workers. As of 2021 South Korea had the most significant gender wage gap of 31.1% and contrastingly Belgium is closets to closing the gap with a 1.2% of wage gap. OECD shows that the Netherlands has a wage gap of 13.2%.[21] According to research done by the executive Yuan Taiwan has a gender wage gap of 14.8%.[22] Showing a marginal 1.3% difference with the Netherlands.

Table 4.　　　Gender Wage Gap

Country	Gender Wage Gap
Belgium	1.2%
Norway	4.5%
Denmark	5.6%
Iceland	9.7%
Netherlands	13.2%
Germany	13.7%
Taiwan	14.8%*
Japan	21.3%
South Korea	31.2%

*Taiwan percentage accounted by executive Yuan not by OECD.[23]

Female Labor force Participation Rate

Understanding gender disparity in society can be done through to the female labor participation rate. Higher rates of workforce participation imply more opportunities for women to participate in societal affairs. On the other hand, lower participation rates may point to structural limitations on women's access to higher workplace positions. Overall labor force

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[21] OECD. 2023. "Earnings and Wages - Gender Wage Gap - OECD Data." OECD. 2023.
https://data.oecd.org/earnwage/gender-wage-gap.htm.
[22] Department of Gender Equality, Yuan. 2022. "Gender at a Glance."
[23] Department of Gender Equality, Yuan. 2022. "Gender at a Glance."

participation's rates demonstrate the capacity to contribute to the workforce and achieve financial independence, therefor female labor participation is frequently associated with women's economic empowerment. The labor force participation rate defined by Juhn, Chinhui, and Simon Potter is the percentage of people who are of working age who are either employed or not working but, actively looking for job.[24] According to The World Bank modeled International Labor Organization (ILO) the labor force participation rate for women in the Netherlands ages 15-64 (pension cut off) is 79% in 2021 and that of male labor force participation rate was 86%.[25] According to Ministry of Labor R.O.C Taiwan's female labor force participation rate in 2021was 51.5% and that of their male companions 66.9%.[26] Below depicted is labor force participation rates in Taiwan, blue showing male rates and red female rates, where year 110 shows 2021.

Figure 1.　　　Male versus Female Labor Force Particpation Rate Taiwan.[27]
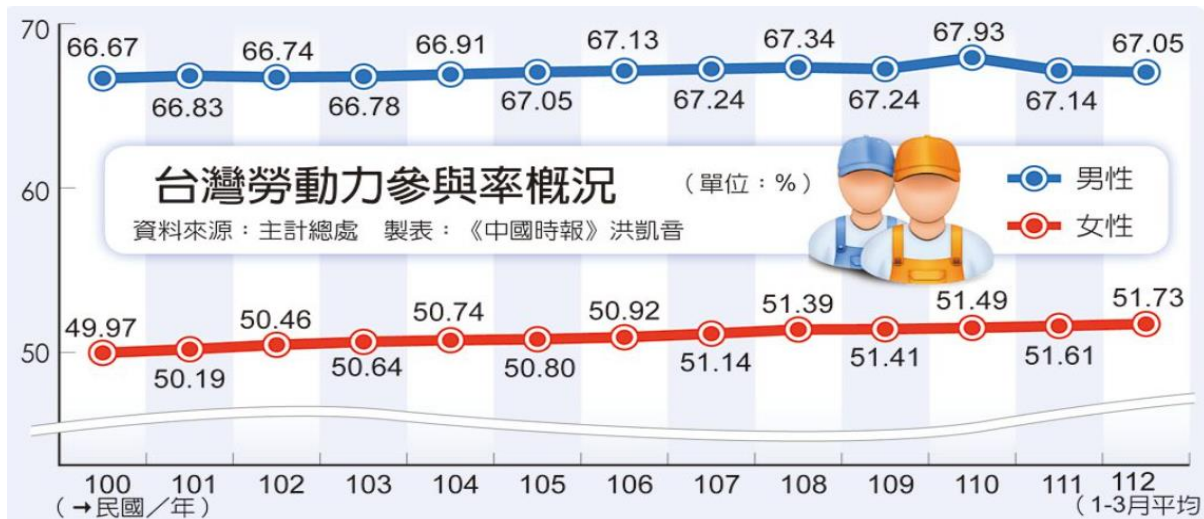
台灣勞動力參與率概況

[24] Juhn, Chinhui, and Simon Potter. 2006. "Changes in Labor Force Participation in the United States." Journal of Economic Perspectives 20 (3): 27–46. https://doi.org/10.1257/jep.20.3.27.

[25] The World Bank. n.d. "World Bank Open Data - Labor Force Participation Rate, Female (% of Female Population Ages 15+) (Modeled ILO Estimate) - Netherlands." World Bank Open Data. Accessed June 20, 2023. https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=NL.

[26] 勞動部全球資訊網. 2021. "International Gender Statistics." 勞動部全球資訊網. April 6, 2021. https://english.mol.gov.tw/21004/21107/21123/lpsimplelist.

[27] 洪凱音. 2023. "台灣女性勞參率 51.73％ 低於美日." China Times 中國時報. May 8, 2023. 台灣女性勞參率 51.73％ 低於美日.

The availability of job opportunities, wage levels, and economic conditions influence labor force participation rates in nations. The interplay of these factors results in diverse participation rates we observe globally, mostly where female rates are lower than males. The reasoning behind these deferring labor force participation rates is a complex issue and has its roots in many factors outside gender inequality and the scope of this study, however it is marker to show the difference between the Netherlands and Taiwan.

One possible explanation by Booghmans for this is that women tend to interrupt their careers more often than men and work part-time to take on caregiving responsibilities for their families. This explanation reinforces another image, known as the 'breadwinner model,' where men are traditionally seen as the primary breadwinners in a family. This stereotype may consciously or unconsciously play a role in the opportunities and career development of women. This explanation by Booghmans aligns with the previously discussed concept of gender roles. Conformation bias and self-fulfilling prophecies, which contribute to specific patterns of expectations and traits attributed to masculinity and femininity.[28]

Leadership Styles

Meta-analyses done by Vinkenburg reveals that women tend to employ a more effective leadership style, transformational leadership.[29] In this approach, a leader serves as a visionary mentor, motivating employees to go the extra mile and come up with creative solutions. Key components of this leadership style include consideration of individual interests, such as support or coaching, intellectual stimulation, and inspiring idealization through exemplary behavior.

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[28] Booghmans, M. (2006). Profiel van de onderbroken loopbaan. Leuven: eindrapport.
[29] Vinkenburg, Claartje J., Marloes L. van Engen, Alice H. Eagly, and Mary C. Johannesen-Schmidt. 2011. "An Exploration of Stereotypical Beliefs about Leadership Styles: Is Transformational Leadership a Route to Women's Promotion?" The Leadership Quarterly 22 (1): 10–21. https://doi.org/10.1016/j.leaqua.2010.12.003.

Conversely, less effective leadership methods include transactional and laissez-faire leadership. Transactional leadership revolves around rewarding good behavior and punishing mistakes. Laissez-faire leadership is characterized by a leader's lack of responsibility, leading to absenteeism and disinterest. Meta-analyses show that men are somewhat more inclined to employ these less effective leadership styles. These findings by Vinkenburg underscore the importance of challenging gender stereotypes in leadership and recognizing effective methods regardless of gender.

The difference in leadership styles can lead to perceptions that women may not possess the required leadership qualities to ascend to higher positions, since the standard is set by men. However, in accordance with Vinkenburg research by Eagly and Johnson indicates that women often employ more effective leadership styles than men, contradicting this bias again.[30]

Evaluation Process

Another factor under consideration is the idea that requirements for leadership may be different for men and women. This is reflected in how performance and behavior of leaders are evaluated. As stated by Van Engen and Vinkenburg there may be distinct criteria for male leaders compared to female leaders, meaning that women are held to different standards. This can influence evaluations of women in leadership roles or women aspiring higher positions.[31] Retamero and Lopez-Zafra further explore how gender stereotypes and biases affect the evaluation of women in leadership positions. There is evidence that gender stereotypes hinder

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[30] Eagly, A. H., & Johnson, B. T. (1990). Gender and leadership style: A meta-analysis. Psychological Bulletin, 108(2), 233–256. https://doi.org/10.1037/0033-2909.108.2.233

[31] Van Engen, M. L., & Vinkenburg, C. J. (2005). Transformationeel leiderschap en carrière maken: sekseverschillen in consequenties van effectief leiderschap.

women, and women often face discrimination when aspiring for leadership positions, particularly in male-dominated environments.[32]

Under Representation Top Positions

One central question is why women with potential and talent are still relatively underrepresented in top positions to focus this issue, various explanations and factors have been examined and are listed.

1. Retention: women are more likely than men to take time away from their jobs and work part-time to take one care giving responsibilities for their families.

2. Leadership styles: different leadership styles often displayed by women and men. Women are often associated with transformational leadership styles, while men adopt more transactional and laissez faire styles. This difference in leadership styles can lead to perceptions that women may not possess the required leadership qualities to ascend to higher positions.

3. Evaluation process: women in leadership are held to different criteria than men, therefor influencing their attainment of higher positions, in addition to the influence from discrimination through gender bias in these processes.

Hofstede Country Comparison Tool analyzed different dimensions and countries cultural characteristics in power distances and motivation toward achievement.[33]

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[32] Garcia-Retamero, Rocio, and Esther López-Zafra. 2006. "Prejudice against Women in Male-Congenial Environments: Perceptions of Gender Role Congruity in Leadership." Sex Roles 55 (1-2): 51–61. https://doi.org/10.1007/s11199-006-9068-1.

[33] Hofstede . 2023. "Country Comparison Tool." Www.hofstede-Insights.com. 2023. https://www.hofstede-insights.com/country-comparison-tool?countries=netherlands%2Ctaiwan.

Power Distance Netherlands and Taiwan

The Netherlands scores relatively low (38) meaning being independent, hierarchy for convenience only, equal rights, superiors' accessibility, coaching leaders, management facilitation and empowerment are culturally considered important. Power is shown to be decentralized and managers give independence to employees, attitude towards managers is informal and communication is highly participative and direct.

Taiwan has a relatively high score (58) indicating it is a hierarchical society. Taiwanese accept hierarchical order in which everyone has their place, no further justification is needed. Power is centralized and employes are expected to do what is told. The ideal boss is an autocrat.

Motivation Achievement and Success the Netherlands and Taiwan

The Netherlands scores relatively low (14) in this dimension. The country is considered as a consensus society where work-life balance is highly valued. Dutch people value quality, solidarity in work. Conflict resolution is characterized by compromise and negotiation.

Taiwan scores relatively high (45), showing it to be a low consensus society. Focus on "working in order to live". Free time and flexibility are appreciated. Taiwanese focus on well-being where status is not a main goal to be achieved.

Policies the Netherlands

In the Netherlands, gender equality and support for women in their careers are promoted through legislation and policy measures. The Work and Care Act (Wet Arbeid en Zorg or WAZO) plays a crucial role in safeguarding the rights of working mothers. The WAZO encompasses various forms of leave, including maternity leave (16 weeks for mothers, and 1 week for

fathers/partners),[34] childbirth leave, adoption leave, and parental leave.[35] Additionally, the Equal

Treatment of Men and Women Act (Wet gelijke behandeling van mannen en vrouwen) prohibits

gender-based discrimination and promotes equal opportunities and treatment. This law

emphasizes the pursuit of gender equality in Dutch organizations and institutions.[36] Listed firms

in the stock market must also aim for 30% female representation on their boards of directors and

supervisory boards as stated by the Dutch government. However, no corporation has yet to meet

this quota.[37]

In the past three decades, many companies in the Netherlands have implemented

diversity policies. Over time, the focus of diversity policies shifted towards increasing the

representation of women in higher management and leadership positions. Based on literature

research by Van Luijn they concluded that many Dutch organizations implement above-legal

measures, often in the form of human resources (HR) policies or secondary employment

benefits, to enhance the career development of women.[38] Mentoring programs, training and

diversity quotas were implemented, to further ensure that women are better represented at the top

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[34] Werkgelegenheid, Ministerie van Sociale Zaken en. 2013. "Hoe Kan Ik Mijn Zwangerschapsverlof En Bevallingsverlof Berekenen? - Rijksoverheid.nl." Www.rijksoverheid.nl. October 14, 2013. https://www.rijksoverheid.nl/onderwerpen/zwangerschapsverlof-en-bevallingsverlof/vraag-en-antwoord/zwangerschapsverlof-en-bevallingsverlof-berekenen.

[35] Koninkrijksrelaties, Ministerie van Binnenlandse Zaken en. n.d. "Wet Arbeid En Zorg." Wetten.overheid.nl. Accessed October 19, 2023. https://wetten.overheid.nl/BWBR0013008/2022-08-02.

[36] ———. n.d. "Wet Gelijke Behandeling van Mannen En Vrouwen." Wetten.overheid.nl. https://wetten.overheid.nl/BWBR0003299/2015-07-01.

[37] Minnes, Anouk . 2023. "Het Belang van Vrouwelijk Leiderschap | Great Place to Work." Www.greatplacetowork.nl. September 28, 2023. https://www.greatplacetowork.nl/inspiratie/blog/vrouwelijk-leiderschap#:~:text=In%20Nederland%20zijn%20er%20op.

[38] Luijn, H. van (2004). Meer vrouwen aan de top: effecten van maatregelen om het aandeel vrouwen in topfuncties te vergroten. In: W. Portegijs, A. Boelens & L. Olsthoorn (red.), Emancipatiemonitor 2004. Den Haag: SCP/CBS, 209-225.

of organizations. According to Remery a growth in the number of women working in organizations and holding higher positions are a direct result of these diversity policies.[39]

Other methods to increase the percentage of women in leadership positions are increasing balance between work and personal life according to Henderikse. These policies include flexible working hours, childcare arrangements, part-time work arrangements, and options for telecommuting.[40] Measures related to career development and recruitment and selection were much less frequently implemented. In organizations without these additional measures less female representation is seen.

Policies Taiwan

In Taiwan several policies are implemented to ensure equality in labor. The equal employment opportunity law, commonly known as Act of Gender Equality in Employment (AGEE) implemented in 2001 prohibits gender discrimination in employment.[41] Taiwanese law also provides 8 weeks paid maternity leave,[42] in combination with optional parental leave allowance, 60% insured salary.[43] In contrast to the Netherlands, Taiwanese government provides subsidized childcare services, to further support working mothers and boost birthrates. The subsidies for parents with children under three attending public care centers will be boosted in 2023 to NT$7,000 per month from the original NT$5,500. Parents with two or three children, as

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[39] Remery, C. (1998). Effecten van emancipatiegericht personeelsbeleid (proefschrift). Ridderkerk: Ridderprint.

[40] Henderikse, W., Doorne-Huiskes, A. van, & Valk, S. van der (2004). Sleutels tot succes. Hoe organisaties de deur naar de top voor vrouwen kunnen openen. Dordrecht: Dekkers.

[41] "Act of Gender Equality in Employment." n.d. Law.moj.gov.tw. https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0030014.

[42] INS Global. 2020. "Maternity & Paternity Leave in Taiwan | INS Global." Ins-Globalconsulting.com. July 13, 2020. https://ins-globalconsulting.com/news-post/taiwan-guide-maternity-paternity-leave/.

[43] Bureau of Labor Insurance. 2022. "Bureau of Labor Insurace Website-NEWS-the Parental Leave Allowance Helps Parents Seize the Precious Moments with Their Children." Www.bli.gov.tw. May 19, 2022. https://www.bli.gov.tw/en/0015949.html#:~:text=The%20parental%20leave%20allowance%20shall.

well as those from low-income or lower-middle-income families, will be eligible for additional

child day care payments.[44]

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[44]Chun-Hua, Chen, and Evelyn Kao. 2023. "Taiwan to Raise Child Care Subsidies to Boost Birth Rate: Premier - Focus Taiwan." Focus Taiwan - CNA English News. September 26, 2023. https://focustaiwan.tw/society/202309260008#:~:text=Those%20using%20publicly%20subsidized%20private.

METHODOLOGY

Research Process

This study uses comparative cross-sectional design to compare the experiences and perceptions of women in leadership positions between the Netherlands and Taiwan. This design allows a systematic examination of gender stereotyping and its impacts on women in leadership in both countries.

Research Design

This research applies a qualitative approach. Data is derived from semi-structured open-ended interviews with female professionals in leadership positions in both the Netherlands and Taiwan. The interviews are designed for insights and narratives regarding participants' perspectives on various dimensions in gender stereotyping in order to provide a deeper understanding of the experiences and challenges faced by women in leadership roles.

In addition to the qualitative interviews, supplementary data is collected through questionnaires that include structured, closed-ended Likert scale questions. These questionnaires aim to provide quantitative data, which can serve as supporting evidence for the qualitative findings and offer statistical insights. The indicators in the questionnaire correlate with those of the interviews decided through literature review and considerations of the sampling size in this research: 1) gender stereotyping perception, 2) career progression and opportunities, 3) work environment and organizational culture, 4) leadership styles and 5) perceptions and strategies for overcoming gender stereotypes.

Source of Data

Purposive sampling will be used in this study's sampling strategy to choose a focus group of women in leadership roles from both the Netherlands and Taiwan. The participants will be chosen based on their current positions as leaders in their respective fields across multiple sectors, who have at least 10 years of experience, if this is less data might be distorted through insufficient working experience and cannot show the true nature of leadership dynamics. Ensuring participants have sufficient experience can generate a narrative where they have greater understanding of team dynamics and gender dynamics. Participants must lead a team of a minimum of 10 people, again ensuring a diverse enough environment for this study. Participants come from differing sectors, to capture a diverse range of perspectives, however participants must be in similar roles, such as leading their own teams. The inclusion of several industries will increase the generalizability of the results. Contacts will be made with professional networks in both countries to approach possible participants. The sample size for the in-depth interviews will consist of 4 women from each country, resulting in a total sample size of 8 participants who are carefully selected. As for the questionnaires, these same 8 women will be asked to fill them, in addition to 16 more participants who are found through these 8 existing channels. Resulting in 40 questionnaires (20 of each nation) and 8 interviews (4 of each nation).

Interviews provide a good research tool as open discussion can be found in regards of women's perception on the research topic and valuable insights on Dutch and Taiwanese extent of gender stereotyping in work environments can be found.

Table 5.   Interviewees Background

Interviewee	Age	Highest Education	Sector	Position	Experience
A-NL	52	Master's degree	Finance	Lead public accountant (10 people)	25 years
B-NL	49	Bachelor's degree	Healthcare	Team manager (12 people)	23 years
C-NL	58	Bachelor's degree	Health care	Lead Team manager (20 people)	26 years
D-NL	39	Master's degree	Offshore Wind Industry	Installation manager (10 people)	10 years
A-TW	44	Master's degree	EPC	Sales manager (10 people)	18 years
B-TW	51	Bachelor's degree	Offshore Wind Industry	General sales manager (20 people)	20 years
C-TW	49	Doctoral degree	Marine industry	Deputy director (20 people)	19 years
D-TW	52	Bachelor's degree	Steel industry	General manager (23 people)	13 years

Data Collection

The interviews will be conducted in person or remotely, depending on participant preferences in the summer of 2023, the audio will be recorded with interviewees consent. Prior to the interviews, the scope and explanations of the research will be explained. Dutch interviews will be held in Dutch and later on transcribed and translated to English. Taiwanese interviews will be held in English and at a later point transcribed.

In correlation with findings found in the literature review regarding gender equality in both nations, labor force participation rates, leadership styles and evaluation processes, who influence women under representation in top positions, the interviews are based on 4 parts. The first part consists of questions on the influence of gender stereotyping, related personal experiences of participants. The second part consists of questions on leadership styles and if gender influences a participant's approach and what they find challenging in such. The third part consist of questions on career progression, if this was ever halted by gender stereotyping, if evaluations have ever been influenced in their opinion and if participants felt they've had to sacrifice certain aspects of their lives to reach current positions. The fourth part relates to their work environment. Interviews will be concluded with questions in regards of general perceptions on cultural and societal factors in respective nations.

Questionnaires will be administered electronically and include clear guidelines for participants.

Process of Data Analysis

The analysis will begin with the qualitative data collected from the interviews. Thematic analysis will be used on the interview transcripts, which involves identifying, organizing, and

interpreting recurring themes and patterns within the transcripts. Reoccurring themes will be identified and contrasted towards one another, where presence of certain factors in participants working experiences will be analyzed. Simultaneously, the quantitative data gathered through structured questionnaires will be statistically analyzed. Comparative analysis will be conducted between the two sets of data to identify commonalities, differences, and potential patterns, contributing to a more reliable exploration and conclusion of the research topic, throughout the thematic explored within the interview analysis.

DATA ANALYSIS

This analysis explores the impact of gender stereotypes on women in leadership roles through data gathered from semi-structured interviews, interviews with Dutch professionals are coded as A-NL, B-NL, C-NL, and D-NL and 4 professionals in Taiwan who are coded in a similar practice A-TW, B-TW, C-TW, and D-TW.

The coding process follows a systematic approach to identify and analyze themes and subcodes in the interview data. The themes explored included "Gender Stereotypes," "Leadership Styles," "Support from Companies," "Career Progression," "Evaluation Processes," "Societal and Cultural Factors," and "Changing Gender Stereotypes." In these themes 32 different subcodes were identified.

Table 6.   Themes and Sub-Codes

Theme	Sub-codes
Gender Stereotypes	Perception
	Impact on Career
	Salary Negotiations
	Hierarchy Gender Distribution
	Workforce Gender Balance
Leadership Style	Awareness of Gender Influence
	Communication
	Positive Coaching
	Personality
	Challenges in Leadership
Support from Company	Supportive Work Environment

	Opportunities for Advancement
	Organizational Efforts
	Government Shareholder Influence
	Work Hours Flexibility
Career Progression	Equal Opportunities
	Challenges in Progression
	Personal Sacrifices
Evaluation	Evaluation Processes
	Gender Wage Gap
	Salary Gap Check
Societal and Cultural Factors	Resistance to Change
	Historical Gender Roles
	Perceptions of Women
	Work Environment
	National Policies
Changing Gender Stereotypes	Promote Unity and Collaboration
	Increasing Visibility
	Merit-Based Hiring
	Household Support
	Management Courses
	Education Younger Generation

The coding process followed this organized structure, allowing for the systematic identification of themes and subcodes within the interview data. This approach facilitated a comprehensive analysis and overview of the impact of gender stereotypes on women in leadership roles in different sectors.

When coded and further evaluated main themes were compared and 7 factors submerged. In these it could be stated if the factor was present (P) or not present (NP) in the participants' experience. An overview of each participant's answers with the factors are described in the table below. From here we can clearly compare the two nations with one another.

Table 7.   Factors Presence

Interviewee	Impact on Career Opportunities	Awareness Gender Influence	Adaptation Leadership style	Supportive Work Environment	Equal Opportunities	Positive Evaluation Process	Wage Gap
A-NL	NP	P	P	P	P	P	P
B-NL	NP	P	P	P	P	NP	NP
C-NL	NP	P	P	P	P	P	P
D-NL	P	P	NP	P	NP	P	P
A-TW	NP	P	P	P	P	P	P
B-TW	NP	P	NP	P	P	P	NP
C-TW	NP	P	P	P	P	P	NP
D-TW	NP	P	P	P	P	P	P

Combined with this table are the findings of the questionnaire results administered to 40 participants. Questionnaire questions were then linked to 5 of these factors which arose in the interviews in the following manner, these 5 were found to be applicable within the questionnaire. Mean and modes were then analyzed to see if they provide similar findings as the data described above from the in-depth interviews.

Table 8.   Factors combination with Questionnaire Questions

Factor	Question
Impact of gender stereotypes on career opportunities:	CAR1: You agree that gender bias exists in promotion and recruitment processes within your sector.
	CAR2: You think that gender-related factors have influenced your career progression.
	WORK1: You have experienced gender-related biases and discrimination in your work environment.
	LEAD2: You think that gender stereotypes influence expectations of women in leadership positions.
Awareness of Gender Influence:	PER1: You agree that gender stereotypes exist in your sector
	PER2: You are aware of specific gender stereotypes associated with women in leadership positions within your sector.
	LEAD:1 You agree that certain leadership styles are more associated with men than women.
Supportive Work Environment:	CAR3: You feel supported in your efforts to advance your career and access leadership positions.
	WORK2: You perceive your organization's policies and practices as inclusive regarding gender equality and diversity.
	WORK3: You are satisfied with the support systems, mentorship opportunities, and work-life balance initiatives available to women in leadership positions within your organization.
Equal opportunities:	PER3: You think that gender stereotypes affect your professional experiences and opportunities for career advancement.
Positive Evaluation Process:	LEAD3: You think that gender stereotypes influence performance evaluations of women in leadership positions.

Research findings

I.   Impact of Gender Stereotypes on Career Opportunities

This factor was in all participants except interviewee D-NL selected as not present. Meaning the majority of the participants reported a non-significant impact on their careers due to gender stereotypes. Interviewee C-NL stated that in her sector she never had the feeling that she had to compete with her male colleagues for career progression.

> *"I work in healthcare, which is predominantly female-oriented, so I've never felt that I had to compete with male colleagues in my career progression."*[45]

Interviewee C-NL works in healthcare, a sector predominantly occupied by women, there depriving from her statements and those of B-NL can be concluded that in instances where many women are working together, gender stereotypes and their impact on career opportunities are not as reoccurring.

In the sales sector Taiwanese interviewee B stated to not have encountered any problematics due to gender, they even felt at times it might be advantageous to be a woman in this position.

> *"I haven't encountered problems due to my gender. In fact, I believe this position can be advantageous for women. It requires us to serve as a crucial connection point between employees and other internal departments."*[46]

However, in this case gender stereotyping is used in the genders advantage, sales is a sector which is naturally more dependent on human interactions, therefor sales representatives

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[45] Interview C-NL
[46] Interview B-TW

and costumers relationships could be advantageous when stereotypes are exhibited by costumers, such as the bias that women are more warm/sensitive and welcoming.

The following means and modes were found through data analysis of 4 questions who aligned with this factor.

Table 9.

	CAR1		CAR2		WORK1		LEAD2	
	Mean	Mode	Mean	Mode	Mean	Mode	Mean	Mode
NL	3.20	4	2.20	2	2.25	2	3.75	4
TW	2.53	3	1.95	1	2.42	3	3.42	4

CAR 1: You agree that gender bias exists in promotion and recruitment processes within your sector.

The mean and mode in the Netherlands show that respondents moderately agree with this statement, most common response being agree. However, the mean and mode in Taiwan show a more neutral position, leaning slightly towards agreement and neutral being the most common response. These results indicate that respondents in the Netherlands are more inclined to see gender bias in promotion and recruitment processes than respondents in Taiwan's. This agrees with statements made by D-NL, who found that bias does exist. However, it was not seen in the responses of other Dutch interviews, this might be due to the nature of differing sectors, as D-NL works in a highly male-dominated field.

CAR2: You think that gender-related factors have influenced your career progression.

Both the Netherlands and Taiwan show low levels of disagreement that gender related factors have influenced their career progression, average responses being disagree. Both regions

do not perceive significant gender-related influences on career progression, this is in correlation with answers from interviewees who all found that gender factors did not affect career progression and opportunities.

WORK1: You have experienced gender-related biases and discrimination in your work environment.

The Netherlands and Taiwan show similar responses in experiencing gender-related bias in the work environment. In the Netherlands the mean shows a response that falls in between disagree and neutral with a mode showing that disagree was the most frequent selected choice, indicating low levels of experiences of gender biases. Taiwan shows a similar conclusion in mean and modes, the mean shows more leniency towards neutral with neutral being the most frequent choice. Overall, both regions have low levels of experiencing gender related biases in the work environment with Taiwan showing a slightly higher level (neutral). This is in correlation with findings from the in-depth interviews, gender biases in the workplace were mentioned, however not in a high frequency in both regions.

LEAD2: You think that gender stereotypes influence expectations of women in leadership positions.

No interviewee noted that their organizations had different expectations of women in their roles than they had of males. However, the questionnaire results indicate otherwise, both regions tend to agree with the statement. In a broader scope this shows the acknowledgement of the influence gender stereotypes have on the expectations of women in leadership roles, this statement does not specify whether the expectations come from inside or outside the workplace, so the discrepancy might be attributable to that, since interviewees only focus on inside the workplace.

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II.   Awareness of Gender Influence

All participants, Dutch and Taiwanese showed that they were aware of the influence gender has whilst leading their respective teams. They showed awareness in different aspects, such as different approaches towards employees on the bases of gender, more effective communication methods and higher amounts of understanding between women. This was further elaborated by interviewee C in Taiwan, and B in the Netherlands, they stated the following:

> *"As a female leader, I tend to be more engaged with their thoughts and, at times, their personal lives. I assume that, compared to a male manager, some people may feel more comfortable talking to me because there's a smaller emotional distance."[47]*

> *"We understand what women go through, such as managing a family and having children." "We tend to bring out the emotional and softer side more than men in our leadership."[48]*

This mutual understanding was mentioned by multiple interviewees, they stated the understanding of what women go through inside and outside the workplace, consequently communication has higher efficiency in comparison to a male manager/female employee relation. In this instance female employees might use their gender to an advantage in the areas of gaining confidence and trust with female employees, however female manager/male employee interactions differ, mentioned by multiple participants it often takes an extended period of time to gain confidence from male employees, explaining female manager/male employee relations.

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[47] Interview C-TW
[48] Interview B-NL

By multiple interviewees the different leading styles by women and men were stressed. Where women are more emotional and strive for positive coaching, meaning team-oriented results, they found men to be more sequential and often times too direct. Interviewee C in the Netherlands found that men are less attuned to the empathetic areas of leadership.

"What I've observed in men, including this particular male manager, is a tendency toward analytical thinking, focusing on numbers, and being somewhat less attuned to the empathetic and interpersonal aspects of leadership... In many cases, women tend to excel in those areas more than men."[49]

She implies that female managers excel in showing empathy and creating personal relations with employees which might be beneficial to the effectiveness of a managers leadership style and the efficiency of their team.

The following means and modes were found through data analysis of 3 questions who aligned with this factor.

Table 10.

	PER1		PER2		LEAD1	
	Mean	Mode	Mean	Mode	Mean	Mode
NL	3.65	4	2.77	3	3.92	4
TW	2.84	3	2.58	2	3.58	4

PER1: You agree that gender stereotypes exist in your sector.

Respondents from the Netherlands and Taiwan agree that gender stereotypes exist, with the Netherlands showing a higher level of awareness, with agree most frequently selected. This

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[49] Interview C-NL

aligns with the data derived from the interviews where all participants tend to be aware of gender dynamics and gender influences in their work environment, however interviews did not accurately show if this awareness was higher in Dutch or Taiwanese participants.

PER2: You are aware of specific gender stereotypes associated with women in leadership positions within your sector.

The results from the mean and mode show some awareness of specific gender stereotypes associated with women in leadership positions. The Netherlands average response is neutral, indicating a moderate level of awareness. In Taiwan the mode is disagree, indicating a lower level of awareness.

LEAD1: You agree that certain leadership styles are more associated with men than women.

Mean and modes are similar in both regions, both generally agree that certain leadership styles are more associated with men than women, agree is the most frequent chosen answer in both surveys, this is in alignment with differences in leadership styles mentioned by interviewees, who noticed that men employ other team approaches, mentioned by interviewee C-NL and C-TW.

III.   Adaptation Leadership Style

All participants except interviewee D in the Netherlands and B in Taiwan mentioned while leading their teams to be more aware of gender whilst communicating with either men or women. Mostly in terms of different needs male employees have and mentioned intimidation that comes from having a female manager as stated by interviewee A in Taiwan.

"I often find myself having to ensure they don't get offended or perceive me as overly authoritative, as they might not respond as effectively. It seems they can be easily

intimidated because of my gender. They may not be afraid of me, but they sometimes express discomfort simply because I'm a woman."[50]

She further stated the differences between different need of men and women in this regard.

"It's just the way things are, and it often stems from psychological differences between genders. Men and women have different approaches and communication styles."[51]

Interviewee A in Taiwan suggest that having a female manager for male employees can be seen as intimidating due to unfamiliarity with having a woman holding a higher position, this view of male employes continues to foster the perception that men are better suited as leaders than women.

In contrast interviewee D in the Netherlands mentioned she does not adjust her communication and leadership style because she is a woman.

"No, I don't adapt myself, because that wouldn't make me happy. I have no interest in pretending to be different than who I am. "[52]

Interviewee D in the Netherlands works in male-dominated industry, she mentions that 9 times out of 10 she is the only women in meetings and that her team only consist of men, due to the lack of diversity she has to assert her dominance more than other female managers in different sectors, therefor she does not adjust her leadership style in anyway.

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[50] Interview A-TW
[51] Interview A-TW
[52] Interview D-NL

IV. Supportive Work Environment

All participants showed to have a supportive work environment with opportunities to grow. Interviewee A in the Netherlands mentioned that there always has been a big push for her to ascend in the company.

> *"There has always been room for me in these meetings. During these discussions, I've been asked multiple times if I wanted to join the partnership. They continually inquire about my aspirations for further advancement and offer to facilitate my growth."*[53]

In her interview she mentioned being the only lead accountant in her office, her employer has always been highly supportive, colleagues and team managers found it good that there was finally a woman working alongside with them, therefor promoting her opportunities to climb the corporate ladder even more.

Furthermore, interviewee C in the Netherlands shared an experience where she felt extremely supported in promotion opportunities whilst being a mother of a young child. She explained that her employer had asked her to become a full-time manager, however at that time she declined, since her youngest son still needed her at home. She and the organization negotiated terms where both of them felt their needs were met, meaning the promotion would take place 2 years later, when her son could be more independent. Both parties involved held their end of the deal and in this regard interviewee C felt highly supported. Both instances in the Netherlands show high support from the employer's side to attain and retain female managers.

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[53] Interview A-NL

In Taiwan similar experiences were shared. Interviewee A in Taiwan mentioned the company's appreciation for her hard work, which was further elaborated by interviewee C in Taiwan, she mentioned support through provided flexibility.

"This flexibility is essential, especially when there are urgent matters that require my attention. I can easily communicate and work online, which benefits both me and the company."[54]

Flexibility is mentioned in all interviews, this shows that flexibility is essential for women to succeed in managerial positions, without provided flexibility to balance home and work it would be near impossible for women to achieve satisfactory results in both.

In interviews C and D in Taiwan there was an exceptional mention of the government's influence in their supportive work environment, the two women although both in differing companies both emphasized the influence of the government being a shareholder in their companies' policies, this in a supportive note. The higher government involvement the more the companies seemed to have supportive work environments for women.

The following means and modes were found through data analysis of 3 questions who aligned with this factor.

Table 11.

	CAR3		WORK2		WORK3	
	Mean	Mode	Mean	Mode	Mean	Mode
NL	3.40	4	3.00	3	3.55	4
TW	3.42	3	3.37	3	3.37	4

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[54] Interview C-TW

CAR3: You feel supported in your efforts to advance your career and access leadership positions in your organization.

Means of both regions indicate high levels of support s in advancement towards leadership positions. The Netherlands has mode of 4 meaning that agree was most frequently selected and Taiwan's mode of 3 signifies that neutral was a more prominent choice selection, followed closely by agree. Signifying both regions feel supported in their career advancement opportunities with a slight difference in response patterns between the two datasets. Interview responses are coherent with found means and modes, all participants felt support in their efforts to advance their careers.

WORK2: **You perceive your organization's policies and practices as inclusive regarding gender equality and diversity.**

Means of in the Netherlands and Taiwan indicates that respondents lean towards agree in terms of organizational policies being inclusive, the mode 3 implies that the option neutral was most frequently chosen, which can be explained by not having prominent or distinctive policies present in certain sectors. This is also coherent with interviewees response since particular organizational policies were not exceptionally mentioned, also signifying a neutral opinion.

WORK3: You are satisfied with the support systems, mentorship opportunities, and work life balance initiatives available to women in leadership positions within your organization.

Both the Netherlands and Taiwan show equal levels of satisfaction with support systems, mentorship opportunities and work-life balance initiatives available within their organization. In the Netherlands mean and mode both signify agreement with the statements, similarly, in

Taiwan, mean 3.37 and mode 4 also show agreement. These results reflect a sense of satisfaction with the available support and opportunities for women in leadership roles.

V.   Equal Opportunities

All participants showed to find themselves having equal opportunities in their careers, only participant D in the Netherlands showed her doubt in equal opportunities, mentioning her concerns when other women in leadership positions only select men in teams lacking diversity, when she finds there are so many capable women who do not receive the same chances.

> *"Yes, I find it really challenging and demotivating. I think, okay, there are so many capable women I know, all trying to progress, but not really getting the chance to do so."[55]*

This shows equal opportunities are lacking in the offshore wind industry in the Netherlands, trust is predominantly put on men instead of women due to the nature of the industry. She further mentions her own lack of promotion in the sector, but she stated this might be due to company policy.

By interviewee D in Taiwan, it was mentioned to face some challenges in previous employment, current employment does not show these limitations. Interviewee D wanted to take up on opportunity to partake in a business trip in mainland China, however her superior at the time found this unsuitable and unsafe for a woman, even though she had the right skillset. This eventually led to her resignment and a conscious search for a more gender equal company.

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[55] Interview D-NL

"However, my boss was hesitant and declined my request, citing concerns about safety and convenience in China at that time. I couldn't understand why a male colleague could go, but I couldn't."[56]

If she stayed within her previous employment where her opportunities were limited by gender, she would not have reached her current position, showing the conscious necessity women have to exhibit when searching for employment and take into consideration perceptions employers might have of women. If early on limitations are found it is best to move to employment were such limitations are not present.

The following mean and mode was found through data analysis of the question that aligned with this factor:

Table 12.

	PER3	
	Mean	Mode
NL	2.75	2
TW	1.79	1

PER3: You think that gender stereotypes affect your professional experiences and opportunities for career advancement.

The Netherlands with a mean of 2,75 and mode of 2 shows that response fall between disagree and neutral, with disagree being the most frequent response. In Taiwan a mean of 1.79 and mode of 1 show that the data response aligns most with strongly disagree. According to this data, respondents in the Netherlands are more neutral or somewhat disagree with the

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[56] Interview D-TW

assumption that gender stereotypes have an impact on their professional experiences and career chances. Respondents in Taiwan show a stronger stance against the influence of gender stereotypes and its prominence.

VI.   Positive Evaluation Process

All participants had positive experiences during evaluation processes, only interview D in the Netherlands mentioned one instance where she felt her evaluation was influenced, however this was early in her career, she stated that this might be due to age instead of gender. Interviewee B-NL didn't have an evaluation process, so non-present was selected in this case.

Interview A in Taiwan stated she always felt highly appreciated. Others stated to not have noticed any differences like interviewee C and D in Taiwan as well as A and C in the Netherlands.

The following mean and mode were found in the data analysis of the questionnaire coherent with this factor.

Table 13.

	LEAD 3	
	Mean	Mode
NL	3.45	3
TW	2.47	2

LEAD3: You think that gender stereotypes influence performance evaluations of women in leadership positions.

The mean in the Netherlands is 3.45, close to agree and a mode of 3 indicating that neutral is the most common chosen response. Signifying that participants in the Netherlands do feel that evaluation processes are slightly influenced by gender stereotypes, but not

overwhelmingly so. Conversely, in Taiwan a mean of 2.47, closer to disagree, with a mode of 2, representing that disagree was most frequently chosen. Taiwanese tend to disagree with the idea that gender stereotypes influence evaluations, as was seen in Taiwanese interviewee responses, however the Dutch data differs from data found by analyzation of Dutch interviews where this agreement did not exist.

VII.   Gender Wage gap

The presence of gender wage gaps was discussed in several interviews in both regions. Interviewee C in the Netherlands mentioned that a male colleague in the same position as her earned substantially more.

> *"He earns significantly more than I do, as he was already in a higher salary bracket from his previous role, which he managed to carry over. My boss insisted that my salary couldn't be adjusted, and that's where I felt that gender difference."[57]*

Dutch participant D mentioned similar problematics with a colleague who started in the same position as her, has a similar educational background but earns over 1000 euros a month more.

> *"We started with the same salary, almost in the same department. But he earns over a thousand euros more per month than I do now."[58]*

In these cases, salary negotiation processes were mentioned, participants explained this salary discrepancy due to communication differences between men and women when negotiating salaries, men might be more persistent and harsh then women, therefor the need of salary transparency was explicitly mentioned by multiple participants.

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[57] Interview C-NL
[58] Interview D-NL

In Taiwan the same obstacle was mentioned by interviewee A. She had not personally experienced it but had seen it happen during recruitment processes in which she was involved, she noticed that women with similar levels of experience and educational backgrounds tend te receive less than men.

Contrarily to these instances of gender wage gaps, state-owned enterprises who give transparency for salary show true pay parity, stated by interviewee C and D in Taiwan who both are employed by companies with the government as a stakeholder.

"Being a state-owned company, everything is documented in writing, and the salary structure is very transparent. There's no differential treatment based on gender. This disparity simply doesn't exist in my company. "[59]

It seems that with government involvement in salary, transparency is issued which in turn results into the economic and financial independence of women.

VIII.   Recommendations & Strategies

The following means are mode were found for the strategies in overcoming gender stereotypes, listed are the 3 statements for this subtheme.

SRAT1: You utilize strategies to overcome gender stereotypes in your professional life.

STRAT2: You find diversity and inclusion initiatives implemented in addressing gender stereotypes effective.

STRAT3: You are likely to recommend specific measures or policies to promote gender equality in leadership positions.

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[59] Interview C-TW

Table 14.

	SRAT1		STRAT2		STRAT3	
	Mean	Mode	Mean	Mode	Mean	Mode
NL	2.85	3	3.08	3	3.69	4
TW	2.78	3	2.78	3	2.89	4

Means and modes in Taiwan and the Netherland show similar neutral levels of agreement when it comes to utilizing strategies and finding them effective. However, the data shows participants are likely to recommend specific measures or policies to promote gender equality in leadership positions. In accordance with these numbers, multiple similar codes were found in the interview analysis, where all participants mentioned strategies in eradicating gender stereotypes. Women who already broke barriers agree that strategies for overcoming gender stereotypes are the following: promoting unity and collaboration, increasing visibility of women at the top, merit-based hiring, and increasing household support. These were the main strategies deprived through data analysis from the interviews.

CONCLUSION AND SUGGESTION

This study analyzed female leaders' perspectives on gender stereotyping and its influence on their careers in Taiwan and the Netherlands. From the responses of interviewees in both regions we could determine similarities, differences and recommend policies.

First major finding extrapolated from the data is that impacts of gender stereotyping on career opportunities in both regions seemed negligible, being all women have achieved significant accomplishments within their respective fields, so major barriers did not seem te be present. Being a women might even offer advantages as mentioned by participants working in sales departments. In addition, a supportive work environment and high amounts of flexibility were mentioned, both regions feel satisfied with support systems available within organizations. Differences between nations revealed a higher awareness of gender influence in the Netherlands. Gender wage gaps showed to be more apparent mentioned by interviewees in the Netherlands than in Taiwan, due to the nature of the sectors.

Second, the conscious necessity of looking for a gender-equal employer seemed to be a condition for women wanting to reach higher positions. If employers show support, it is feasible for a woman to reach top positions; therefore, it is a barrier set as a means for women, which should be obligatory for employers to exhibit.

A third finding shows that gender stereotyping influences leadership styles in similar ways in both regions, where participants acknowledge the differences between men and women within communication methods, female leaders need to adjust in order to effectively lead their teams.

Gender stereotypes seem to exist, but women in the Netherlands and Taiwan seem to navigate these successively, by actively looking for equal employers and being conscious of gender influences while in their positions. There do not seem to be great differences between the nations, all women employ similar tactics to navigate their employment successfully.

Two major points were extracted from the data analysis on which further policies should be based. First, universal childcare seems to be a major issue in both nations, since unpaid labor still predominantly falls on the women it limits women's abilities to pursue higher leadership positions. The combination of an ambitious career path and childcare responsibilities do not seem to be achievable, therefor governments must interfere to make this more viable for working mothers, and in such increasing female management rates. Second, merit-based hiring should be a standard, setting gender quotas will not benefit employers or employees, they seem to be ineffective as mentioned by participants. The need for merit-based hiring is stressed. Hire the person fit for the job, no matter the gender, this seems especially needed in either male-dominated or female-dominated industries where stereotypes seem more prevalent on account of the persistent gender imbalances, through the nature of the sectors.

Overall, the Netherlands and Taiwan struggle to attain and retain women in leadership positions due to unpaid labor expectations and lacking government assistance.

APPENDIX A: Interview Protocol

Opening:

Hello, my name is Fennah Bomers, and I am a student at Wenzao Ursuline University. I am conducting interviews with women in leadership positions, the research intends to investigate the impacts of gender stereotyping and the overall experiences of women in leadership in the Netherlands and Taiwan. Your perspectives as a woman in higher positions will have a large contribution to the research. During the interview I will inquire about your experiences working as a woman in your sector, I will ask you to describe situations and share your insights. The data collected will be used for research purposes only and reported in an aggregated form, if you feel uncomfortable answering specific questions you are free to stop the interview. The interview consists of 10 questions and will take between 45 to 60 minutes. This interview is being recorded for research purposes, could you please confirm that you have read and signed the release form?

Background:

1. Could you please state your name, age, and educational background?
2. How many years of working experience do you have?
3. In what sector are you currently employed, what is your position and how many people do you supervise?
4. Could you share your career path to your current employment?

Gender Stereotyping:

1. Have you ever felt gender stereotyping in your workplace?
2. Can you describe any moments in your career when you felt that your gender was a factor in how you were perceived or treated as a leader?

- How did these situations make you feel and what impact did they have on your work?

Leadership Style:

3. Has gender stereotyping influenced/affected the way you lead or approach your team?

   - In what specific ways have you adapted your leadership style due to gender stereotypes?

4. Are there specific leadership styles or qualities that you find more challenging to express as a woman in a leadership role because of gender stereotypes?

Career Progression:

5. Do you think gender stereotypes have affected your opportunities and career progression?

   a. If you think it did, could you describe your journey to your current position?

6. Have gender stereotypes ever influenced how you've been evaluated in your career? Have you ever noticed any forms of gender wage gaps in your field?

7. In your opinion where their certain aspect in your life you had to adjust or compromise to reach your current position as a woman?

Work Environment:

8. Have you felt support from your company being a woman in a higher position dealing with gender stereotypes?

   a. Could you provide examples of the support you received or wished you had received?

Society & Strategies

9. In your opinion, what cultural or societal factors contribute to the persistence of gender stereotypes in leadership positions in your country?

    a. From your vantage point, what do you see as the biggest barriers that still need to be overcome to achieve greater gender equality in leadership roles?

10. How do you think we can change gender stereotypes related to working women (in leadership positions)?

Closing:

11. Do you have any further comments you would like to share?

12. Do you have any questions about my research?

Thank you for your time, I really appreciate it and it very useful for my research.

APPENDIX B: Consent Form

Wenzao Ursuline University of Languages
Department of International Affairs
900 Mintsu 1st Road Kaohsiung 80793, Taiwan

CONSENT FORM:
Before we proceed with the interview, please read the following information and ask for clarification if necessary.

TITLE OF STUDY:
Shattering Stereotypes and Glass Ceiling Dynamics: A Comparative Study of Women in Leadership Positions in the Netherlands and Taiwan.

RESEARCHER:
Fennah Jaëla Johanna Bomers
+886 958 210 208
fennahbomers@gmail.com

PURPOSE OF THE STUDY:
The aim of this study is to examine the experiences of woman in leadership positions and the influence of gender stereotyping in various sectors. By exploring these experiences in the Netherlands and Taiwan we seek to contribute to the understanding of the challenges faced by working women and further identify strategies to promote gender equality.

STUDY PROCEDURES:
This interview will be audio recorded and transcribed later for data analysis. The researcher will use this information in the research. Your opinions may be directly quoted, summarized, paraphrased, or otherwise cited anonymously; however, your identity will not be released. You may refuse to answer any or all questions at any times, and you may withdraw at any moment.

CONFIDENTIALITY:
All data collected during this study will be kept confidential. Your privacy will be protected through assigning codes for citations in the research paper.

CONSENT:
I have read and understand the material presented, I understand that my involvement is entirely optional, and that I am free to leave at any time. I freely consent to participate in this study.

Participant's signature: _____   Date: _____

Name: _____

APPENDIX C: Questionnaire

Questionnaire on the Impacts of Gender Stereotyping on the Leadership Performance and the General Experience of Women in Taiwan and the Netherlands

Before you proceed to answer the questionnaire, we kindly request you to read the following information:

Dear Respondent,

The aim of this study is to examine the experiences of women in leadership positions and the influence of gender stereotyping within various sectors. By exploring these experiences, we seek to contribute to the understanding of the challenges faced by women in leadership roles and identify strategies to promote gender equality and inclusivity.

Please be assured that all your responses will be kept strictly confidential, and your identity will remain anonymous throughout the research process. The data collected will be used for research purposes only and reported in an aggregate form. Your individual responses will not be identifiable in any publication or report.

Please carefully read each question and choose the response option that best reflects your views or experiences. Your honest and thoughtful responses are greatly appreciated and will contribute to the validity and reliability of the study's findings.

The questionnaire should take approximately 5 minutes to complete. We kindly request you to allocate your uninterrupted time and provide genuine responses to the best of your knowledge and experiences.

Thank you once again for your participation and valuable contribution to this research. Your answers will be a great help to the study and your cooperation is well appreciated, thank you.

Advisor: Professor Margarita Sheu
Wenzao Ursuline University of Languages Department of International Affairs
Student: Fennah Bomers 艾芬娜
Wenzao Ursuline University of Languages Department of International Affairs

I.   Personal Information

1. Please state your gender:

   ☐ Male ☐ Female ☐ Other_____

2. Please state your age:

   ☐ 18-24 years old

   ☐ 25-34 years old

   ☐ 35-44 years old

   ☐ 45-54 years

   ☐ 55-64 years

   ☐ 65 years or older

3. Country of residence:

   ☐ Taiwan ☐ The Netherlands

4. Please state your highest form of education:

   ☐ High school diploma or equivalent

   ☐ Bachelor's degree

   ☐ Master's degree

   ☐ Doctoral degree

   ☐ Other (please specify) _____

5. What is your current position? Please select the appropriate option below:

   ☐ Corporate/Company Executive

   ☐ Government/Public Administration Official

   ☐ Academic/Researcher

   ☐ Non-profit/NGO leader

   ☐ Legal/Judiciary Professional

   ☐ Entrepreneur/Startup Founder

   ☐ Other (please specify) _____

6. How many years of experience do you have in your current position?

   ☐ Less than 1 year

   ☐ 1-5 years

   ☐ 6-10 years

   ☐ 11-15 years

   ☐ More than 15 years

II.   Perception of Gender Stereotyping:

Select the option that best reflects your views.

1. PER1: You agree that gender stereotypes exist in your sector.

    ☐ Strongly Agree
    ☐ Agree
    ☐ Neutral
    ☐ Disagree
    ☐ Strongly Disagree

2. PER2: You are aware of specific gender stereotypes associated with women in leadership positions within your sector.

    ☐ Strongly Agree
    ☐ Agree
    ☐ Neutral
    ☐ Disagree
    ☐ Strongly Disagree

3. PER3: You think that gender stereotypes affect your professional experiences and opportunities for career advancement.

    ☐ Strongly Agree
    ☐ Agree
    ☐ Neutral
    ☐ Disagree
    ☐ Strongly Disagree

III.   Career Progression and Opportunities:

1. CAR1: You agree that gender bias exists in promotion and recruitment processes within your sector.

    ☐ Strongly Agree
    ☐ Agree
    ☐ Neutral
    ☐ Disagree
    ☐ Strongly Disagree

2. CAR2: You think that gender-related factors have influenced your career progression.

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

3. CAR3: You feel supported in your efforts to advance your career and access leadership positions.

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

IV. Work Environment and Organizational Culture:

1. WORK1: You have experienced gender-related biases and discrimination in your work environment.

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

2. WORK2: You perceive your organization's policies and practices as inclusive regarding gender equality and diversity.

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

3. WORK3: You are satisfied with the support systems, mentorship opportunities, and work-life balance initiatives available to women in leadership positions within your organization.

   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree

V.   Leadership Styles and Perceptions:

1. LEAD1: You agree that certain leadership styles are more associated with men than women.

   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree

2. LEAD2: You think that gender stereotypes influence expectations of women in leadership positions.

   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree

3. LEAD3: You think that gender stereotypes influence performance evaluations of women in leadership positions.

   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree

VI. **Strategies for Overcoming Gender Stereotypes:**

1. STRAT1: You utilize strategies to overcome gender stereotypes in your professional life.

   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree

2. STRAT2: You find diversity and inclusion initiatives implemented in addressing gender stereotypes effective.

   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree

3. STRAT3: You are likely to recommend specific measures or policies to promote gender equality in leadership positions.

   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree

This is the end of this questionnaire.
Thank you for taking the time to complete this questionnaire. Your participation is truly appreciated.

If you have any additional comments, thoughts, or suggestion you would like to share regarding the research topic, please feel free to do so in the space provided below.

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