

## **Measuring the Various Dimensions of Gender Dominance Among Entrepreneurs**

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### **Abstract**

A masculine society has traits that are categorized as male, such as strength, dominance, assertiveness, and egotism. Feminine society is traditionally thought of as having conventional traits, such as being supportive, caring, and relationship-oriented. Each type of society responds differently, as an audience in the business world. The study focuses on to describe the gender dominance among entrepreneurs and its consequences on entrepreneurial development. Exploratory Factor Analysis is used to identify factors behind gender dominance among entrepreneurs. Multivariate analysis is used to examine the effectiveness of gender dominance in entrepreneurial development. The specific influence of gender dominance attributes on Age, Industry Experience, Number of Entrepreneurial Development Programmes attended and Difficulties in Expansion has been attempted to develop an instrument to measure Hofstede's cultural dimensions of Masculinity & Femininity on entrepreneurship.

### **Key Words**

Masculinity & Femininity, Gender Dominance, Entrepreneurial Development

### **INTRODUCTION**

As entrepreneurs organize and manage businesses, they must be aware of societal norms and changes in them to assure grasping emerging business opportunities. Such insights may allow better tailoring of offerings to buyers' needs. An important life domain that is changing is that of gender roles and

expected sex-related behaviours regarding masculinity and femininity. (Smart *et al.*, 2007). Gender is manifested in the ways that individuals style their bodies and carry themselves, and also in how they speak and move. In this way, gender is not only produced by and on particular bodies but is also located within particular activities, behaviors, and practices. It is through the "stylized repetition" of these gendered practices (e.g., body gestures, mannerisms) that gender is performed (Butler, 1988; Butler, 2004).

Management deals with reality that is man-made. People build organizations according to their values, and societies are composed of institutions and organizations that reflect the dominant values within their culture (Hofstede, 1984). Masculinity/Femininity (Mas/Fem) is introduced as one of five empirically derived dimensions of Hofstede culture. Masculinity stands for a society in which men are supposed to be assertive, tough, and focused on material success: Women are supposed to be more modest, tender and concerned either the quality of life (Hofstede, 1998). (Meier and Lambert, 1991) found that women show higher levels of discomfort with computers than men. Masculinities, it is now widely recognized and constantly subject to change as a result of generational differences in gender attitudes and practices (Connell & Wood, 2005). In more masculine societies, work is the focus of life. The expectation is that work should not only offer security and compensation, but should also be interesting. Managers are expected to be decisive, firm, assertive, competitive, and just. On the other hand, in feminine cultures, work is seen not as the focus of life but as a way to support the more important things in life. The focus of work life is on relationships and working conditions. Managers are expected to be intuitive and sensitive to the needs and counsel of others (Sale, 2004). Gender has been theorized as a performance, constructed through the everyday practices of individuals (Butler, 1988; Lyons, 2009). A person with a more masculine identity should act more masculine, that is, engage in behaviors whose meanings are more masculine such as behaving in a more dominant, competitive, and autonomous manner (Ashmore, Del Boca, and Wohlers 1986). A lot of research has been done to identify the differences between men and women, in the context of transformational leadership. It has been shown that they both have different styles of leadership. Women adapt to leadership that is more democratic and less of autocratic styles than men are (Eagely, Johannesen-Schmidt, & Engen, 2003). Women are people-oriented while men are task-oriented. Many researches also conclude that women are better transformational leaders than men are. (Bass and Avolio, 1994) women leaders rate higher on transformational behaviors than men leaders. Recent research shows that the "good manager" is still described as masculine despite the growing

number of women managers (Powell & Butterfield, 1989). The sense of self-ownership is a major element of the entrepreneurial outlook. An entrepreneur is one who owns the business and controls it. It belongs to "him/her" as an individual. Further, such spirit upholds that the individual who champions a concept tends to persist in overcoming internal and external obstacles, accepts responsibility for failure, and, in effect, risks his/ her job on the outcome of a venture (Morris *et al.*, 1994).

The aim of this research paper has been to describe and to explain the concept of gender dominance established by Hofstede. The paper is divided into two parts : first, a review of Hofstede's gender dominance dimension and second, the analysis part of questionnaire filled by the respondents. The paper is examined by Bi-Variate analysis, the specific influence of age, qualification and gender ethnic diversity on Hofstede's gender dominance and has attempted to develop an instrument to measure Hofstede's cultural dimensions of gender dominance on entrepreneurship.

#### LITERATURE REVIEW

Religion alone does not shape culture. Culture may be defined as a set of shared values, beliefs and norms of a group or community (Hofstede, 1991). The masculinity-femininity dimension of a culture refers to the degree to which values associated with stereotypes of masculinity (such as aggressiveness and dominance) and femininity (such as compassion, empathy, and emotional openness) is emphasized. High masculinity cultures such as Japan, Germany, and the USA tend to have more sex-differentiated occupational structures with certain jobs almost entirely assigned to women and others to men. There is also a stronger emphasis on achievement, growth, and challenge in jobs (Treven *et al.*, 2008). In general, influence attempts by women and girls are more likely to be ignored than attempts by men and boys, and in group interactions, contributions by men receive more attainment from other group members and have a greater effect on group members' decisions than the same contributions by women (Altemeyer & Jones, 1974; Jacklin & Maccoby, 1978; Propp, 1995). Women are more likely to receive social backlash when successful in a male-dominate occupation (Heilman, Wallen, Fuchs, & Tamkins, 2004). Surprisingly, both men and women are prone to see women who violate social gender norms as not likeable, and both have a tendency for hostility against women who are successful in male-dominated occupations (Taylor, 2010; Heilman *et al.*, 2004). Research further suggests that when the situation is reversed; when men are successful at female-dominated occupations, it does not produce social disapproval and when it does, it is of

benefit to them (Heilman *et al.*, 2004). Gender differences in opportunity identification have been linked to differences in human capital variables including education and work experience, with men documented to leverage significantly higher levels of prior industry or entrepreneurial experience as well as experience in managing employees than women. On the other hand, the evidence generally suggests that women have less human capital to bring to self-employment which negatively impacts their opportunity identification and exploitation potential (Jamali, 2009). Women generally have lower status and power than men do, particularly power based on expertise or legitimate authority. He also argues that assertive speech is one domain of power denied to women, but available to men. That is, because women are relatively powerless and marginal compared with men, they presumably are not given the opportunity to express themselves as forcefully and directly as men are (Carli, 1990). A female employee in a company with a culture of mere legal compliance (affirmative action justification) is more likely to perceive a female manager as communal (supportive, understanding, sensitive, and caring) and to believe in the need to adopt this compassionate and communal behavior than a female employee in a company that values the intrinsic nature of diversity (Patil, 2008). On the other hand, (Barrios, Y. & DiDona, T., 2013) argues that gender roles are changing with women increasingly becoming less stigmatized in the workplace, even in a male dominated industry.

### OBJECTIVES

The broad objectives of the study are as follows :

1. To identify and measure the various dimensions of gender dominance among entrepreneurs.
2. To examine the effectiveness of gender dominance in entrepreneurial development.

### HYPOTHESIS

The broad hypotheses of the study are as follows :

$H_{01}$  : There is an impact of gender performance & meeting effectiveness on entrepreneurial development.

$H_{02}$  : There is an impact of gender career preference & problem solving skill on entrepreneurial development.

### RESEARCH METHODOLOGY

An Exploratory Research Design was followed to conduct the study. The

present study is based on both the primary as well as on secondary data. The secondary data was collected from published and unpublished business reports, magazines, journals, books, historical studies, articles, state & central government report and internet. The review of literature for this study is completely based on the collection of secondary data. Primary data was collected on the basis of demographic profile by filling the common questionnaire from all the 1500 respondents from different places.

#### **Sampling Procedure**

In this research, probability sampling procedure has been used. In order to stratify the heterogeneity of population Stratified Random Sampling was used. Stratified Random Sampling was used to stratify the sample on the basis of various demographic parameters of the respondents. The sample size for the study comprises of 1500 respondents with varied demographic profile.

#### **Area of Study**

This study was conducted in selected districts of Uttarakhand (Dehradun, Haridwar, Haldwani, Udham Singh Nagar), Delhi, NCR, Haryana (Kurukshehra, Panipat, Rohtak) and Punjab (Amritsar, Jalandhar, Ropar) on the basis of concentration of small and medium-scale industries. The types of small and medium-scale industries considered for the study are Agro products, Textile & Hosiery products, Food products & Beverages, Electronic & Electrical.

#### **Size of Sample**

This refers to the number of items to be selected from the universe to constitute a sample. The sample size for the study comprises of 1500 respondents with different age group, as per the concentration of population by stratified random sampling technique.

#### **Reliability Analysis**

Reliability analysis was performed to test the reliability of scale and inner consistency of extracted factors. For this purpose, Cronbach's alpha coefficient was calculated. Cronbach's alpha coefficient value for the data set is 0.907, which is considered acceptable as an indication of scale reliability. Data set is said to be suitable for factor analysis if Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value is .6 or above & The Bartlett's Test of Sphericity value should be significant (i.e. the Sig. value should be .05 or smaller).

**Table 1**  
**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	4980
	Df	10
	Sig.	.000

In this case, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value is .848. The Bartlett's Test of Sphericity is significant,  $\chi^2(10) = 4980$ ,  $p = .000$  and it is indicating that correlation matrix is not an identity matrix & therefore Factor Analysis is appropriate.

#### Statistical Tools

The analysis was based on data as to each aspect/characteristic in tabulated form. Factor analysis was used to identify the underlying the factors behind gender dominance. Gender dominance among the entrepreneurs and its consequences on entrepreneurial development was tested with the help of test of significations besides using multiple regression.

#### ANALYSIS AND INTERPRETATION

Exploratory Factor Analysis was performed on the gender dominance attributes included in the questionnaire in order to determine the underling dimensions of gender dominance. A five-point Likert- scale was used anchored from strongly agree, agree, neutral, disagree and strongly disagree for gender dominance with Principal Component Analysis and Eigen value equal to or greater than 1 was used. The approach was to retain items with factor loadings of equal to or above 0.50 (Hair *et al.*, 1998).

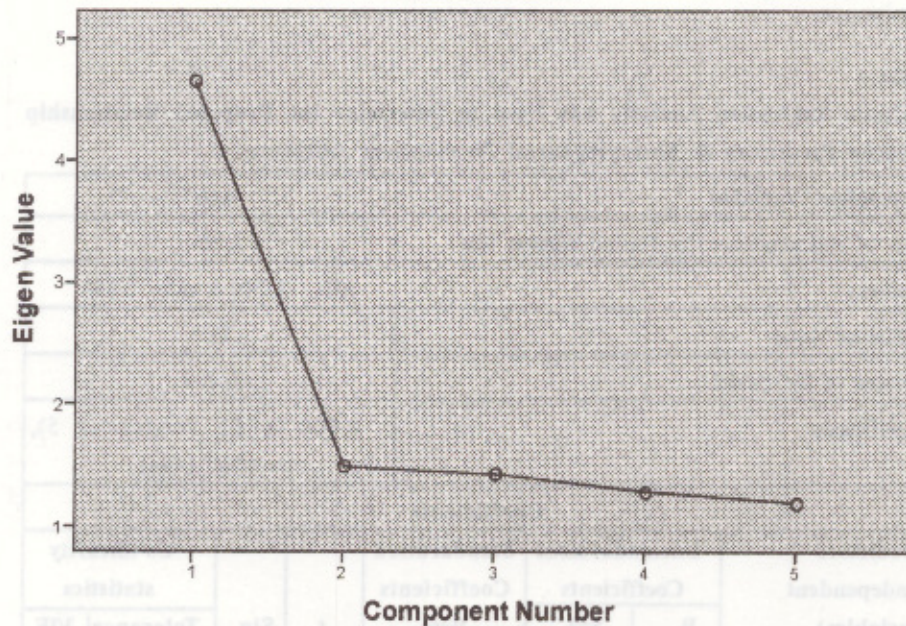
**Table 2**  
**Total Variance Explained**

Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cummulative %	Total	% of Variance	Cummulative %
1	3.652	73.040	73.040	3.652	73.040	73.040
2	.482	9.634	82.674			
3	.413	8.251	90.925			
4	.272	5.443	96.368			
5	.182	3.632	100.000			

Extraction Method : Principal Component Analysis.

The Eigen value for factor 1 is 3.652. Five gender dominance attributes have a percentage up to 73.040% of the total variance.

**Scree Plot**



Scree Plot involves plotting each of the eigenvalues of the factors and retaining all factors above the elbow, or break in the plot, as these factors contribute the most to the explanation of the variance in the data set. This Scree Plot determines the eigen values of 5 attributes for Gender Dominance. One of the most commonly used techniques is known as Kaiser's criterion or the eigen value rule. Using this rule, only one factor with an eigen value of 1.0 or more is retained for further investigation.

**Table 3**

**Component Matrix<sup>a</sup>**

	Component
	1
Men solve problems with logical analysis	.869
Solving organizational problems require active approach	.822
Men perform better than woman in high level position	.821
Meetings are effective chaired by a man	.896
Importance of professional career for men than a woman	.863

Extraction Method : Principal Component Analysis.

a. 1 components extracted.

This factor is most important factor which explains dominance of masculinity over femininity. The statement under this factor reflects high factor loading & only one factor were extracted from the dataset hence the factor named as gender dominance.

**Table 4**  
Multiple Regression Analysis was Used to Determine the Proposed Relationship Between Predictors & Entrepreneurial Development Attributes

Dependent Variable		Age					
Test of Independence by Durbin-Watson test		2.126					
Outliers		Min. -2.748 & max. 2.894					
R-Square Value		.119					
F-value of the model		40.200					
Significance		0.000 @ d.f. (regression 5), (residual 1494)					
Coefficients							
Predictors (Independent Variables)	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Co-linearity statistics	
	B	Std. Error				Tolerance	VIF
(constant)	1.909	.082		23.202	.000		
Men perform better than woman in high level position	.181	.027	.243	6.793	.000	.459	2.177
Men solve problems with logical analysis	-.093	.034	-.121	-2.756	.006	.306	3.264
Meetings are effective chaired by a man	.062	.033	.085	1.862	.063	.285	3.504
Importance of professional career for men than a woman	.216	.033	.265	6.601	.000	.366	2.733
Solving organizatio- nal problems require active approach	-.107	.028	-.139	-3.798	.000	.439	2.276



**Multicollinearity** indicates that a variable is almost a linear combination of other independent variables. To avoid multicollinearity in multiple regression between the independent variables Variance Inflation Factor (VIF) should be  $< 10$ . The model depicts that all predictors has VIF less than 10. Tolerance factor should lie between (0-1) and the co linearity statistics of the study depicts that it lies between 0-1, which interprets that no multicollinearity has assumed for the independent variables. Test of Independence by using Durbin-Watson test. The Durbin Watson estimate ranges from zero to four. The independence assumption is satisfied as the value of Durbin-Watson is equals to 2.126 which lie between 0-4. Outliers Standard Residual should lie between (-3.3 to +3.3) for (Minimum to maximum). The table depicts that the result lie between the internal i.e., minimum is -2.748 and maximum is 2.894 which results in no outliers.

#### Regression Model

**Age = 1.909 + .181\* men perform better than woman in high level position - .093\* men solve problems with logical analysis +.216\* importance of professional career for men than a woman - .107\* solving organizational problems require active approach.**

The  $R^2$  value is .119 which means that 11.9% of the variance in age can be explained by men perform better than woman in high level position, men solve problems with logical analysis, and meetings are effective chaired by a man, importance of professional career for men than a woman and solving organizational problems require active approach. The B weight tells us about the relationship between dependent variable and each predictor (independent variable). If the value is positive, we can state that there is a positive relationship between the predictor and the outcome whereas a negative coefficient represents a negative relationship. As per the Table, it depicts that men perform better than woman in high level position (.181) has positive relationship, men solve problems with logical analysis (-.093) has negative relationship, meetings are effective chaired by a man (.062) has positive relationship, importance of professional career for men than a woman (.216) has positive, relationship and solving organizational problems requires active approach has negative B value (-.107) indicating negative relationships. B weight for importance of professional career for men than a woman is 0.216, which means that, after controlling other predictors a unit increase in importance of professional career for men than a woman will result in 0.216 unit increase in age of respondent. The standardised coefficient (Beta) for importance of professional career for men than a woman is .265, which means, after controlling for other predictors, a 1 standard deviation (SD) increase in importance of professional career for men than a woman will result in a .265 increase in age of respondent. The results are analyzed

to test the Hypothesis impact of predictors on age. The ANOVA is significant ( $F=40.200$ , d.f. (regression) =5, d.f. (residual) =1494, Sig. = 0.000) which means model is significant i.e. all the predictors collectively account for a statistically significant proportion of the variance in the criterion table. From the magnitude of the t-statistics, men perform better than woman in high level position ( $t= 6.793$ ,  $p<0.01$ ) accounts for the significant proportion of unique variance on respondents age but meetings are effective chaired by a man ( $t = 1.862$ ,  $p>0.05$ ) is insignificant in model.

Table 5

Dependent Variable		Industry experience					
Test of Independence by Durbin-Watson test		2.059					
Outliers		Min. -1.544 & max. 2.410					
R-Square Value		.136					
F-value of the model		46.856					
Significance		0.000 @ d.f. (regression 5), (residual 1494)					
Coefficients							
Predictors (Independent Variables)	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Co-linearity statistics	
	B	Std. Error				Tolerance	VIF
(constant)	2.108	.080		26.449	.000		
Men perform better than woman in high level position	.137	.026	.188	5.298	.000	.459	2.177
Men solve problems with logical analysis	-.276	.033	-.368	-8.457	.000	.306	3.264
Meetings are effective chaired by a man	-.027	.032	-.038	-.845	.398	.285	3.504
Importance of professional career for men than a woman	.309	.032	.387	9.735	.000	.366	2.733
Solving organizatio- nal problems require active approach	-.276	.027	-.366	-10.089	.000	.439	2.276

The model shows that all predictors have VIF less than 10. The multicollinearity statistics of the study depicts that tolerance factor lies between 0-1 assumes no multicollinearity for the independent variables. The independence assumption is satisfied as the value of Durbin-Watson is equals to 2.059 which lie between 0-4. The table depicts that the result of Standard Residual Minimum is -1.544 and maximum is 2.410 which results in no outliers.

#### Regression Model

**Industry Experience = 2.108 + .137\* men perform better than woman in high level position - .276\* men solve problems with logical analysis +.309\* importance of professional career for men than a woman - .276\* solving organizational problems require active approach.**

The value of  $R^2$  is .136 which interprets that 13.6% of the variance in industry experience can be explained by men perform better than woman in high level position, men solve problems with logical analysis, meetings are effective chaired by a man, importance of professional career for men than a woman and solving organizational problems require active approach.

The B values as per the Table, men perform better than woman in high level position (.137) has positive value, men solve problems with logical analysis (-.276) has negative value, meetings are effective chaired by a man (-.027) has negative value, importance of professional career for men than a woman (.309) has positive value and solving organizational problems requires active approach has negative B value (-.276) indicating negative relationships. B weight for importance of professional career for men than a woman is .309, which exhibits that after controlling other predictors a unit increase importance of professional career for men than a woman will result in 0.309 unit increase in industry experience. The standardised coefficient (Beta) for importance of professional career for men than a woman is .387 which means that after controlling for other predictors, a 1 standard deviation (SD) increase in importance of professional career for men than a woman will result in a .387 increase in industry experience of respondents. The results are analyzed to test the Hypothesis impact of predictors on industry experience. The ANOVA is significant ( $F = 46.856$ , d.f. (regression) = 5, d.f. (residual) = 1494, Sig. = 0.000) reflects the model is significant which means that all the predictors collectively account for a statistically significant proportion of the variance in the criterion table. From the magnitude of the t-statistics, importance of professional career for men than a woman ( $t = 9.735$ ,  $p < 0.01$ ) accounts for the significant proportion of unique variance on respondents' industry experience but meetings are effective chaired by a man ( $t = -.845$ ,  $p > 0.05$ ) results to be insignificant in model.

**Table 6**

Dependent Variable		Number of entrepreneurial development programs attended					
Test of Independence by Durbin-Watson test		2.081					
Outliers		Min. -1.890 & max. 2.565					
R-Square Value		.167					
F-value of the model		59.939					
Significance		0.000 @ d.f. (regression 5), (residual 1494)					
Coefficients							
Predictors (Independent Variables)	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co-linearity statistics	
	B	Std. Error	Beta			Tolerance	VIF
(constant)	2.674	.073		36.614	.000		
Men perform better than woman in high level position	-.138	.024	-.203	-5.826	.000	.459	2.177
Men solve problems with logical analysis	-.083	.030	-.119	-2.785	.005	.306	3.264
Meetings are effective chaired by a man	-.107	.029	-.161	-3.647	.000	.285	3.504
Importance of professional career for men than a woman	-.150	.029	-.201	-5.159	.000	.366	2.733
Solving organizational problems require active approach	.265	.025	.376	10.542	.000	.439	2.276

The model shows that VIF of all predictors has value less than 10. The co-linearity statistics of the study depicts that tolerance factor lies between 0-1, which interprets that no multicollinearity has assumed for independent variables. The independence assumption is satisfied as the value of Durbin-Watson is equals to 2.081 which lie between 0-4. The table depicts that the result of Standard

Residual lie between the internal i.e., minimum is -1.890 and maximum is 2.565 which results in no outliers.

#### Regression Model

**Number of entrepreneurial development programs attended = 2.674 - .138\* men perform better than woman in high level position - .083\* men solve problems with logical analysis -.107\* meetings are effective chaired by a man -.150\* importance of professional career for men than a woman + .265\* solving organizational problems require active approach**

Since  $R^2$  value is .167 which means that 16.7% of the variance in number of ED programs attended can be explained by men perform better than woman in high level position, men solve problems with logical analysis, meetings are effective chaired by a man, importance of professional career for men than a woman and solving organizational problems require active approach.

The B weight tells us about the relationship between dependent variable and each predictor (independent variable). As per the table, it depicts that men perform better than woman in high level position (-.138) has negative value, men solve problems with logical analysis (-.083) has negative value, meetings are effective chaired by a man (-.107), importance of professional career for men than a woman (-.150) has negative value but only one predictor i.e., solving organizational problems requires active approach has positive B value (.265) indicating positive relationships. Hence, as it states the B value for solving organizational problems requires active approach is .265 which reflects that after controlling other predictors a unit increase in solving organizational problems requires active approach will result in 26.5% increase in the number EDP attended. The standardised coefficient (Beta) for solving organizational problems requires active approach is .376, which means that after controlling for other predictors a 1 unit standard deviation (SD) increase in solving organizational problems requires active approach will result in 37.6% increase in the number of EDP attended. The results are analyzed to test the Hypothesis impact of predictors on EDP attended. The ANOVA is significant ( $F = 59.939$ , d.f. (regression) = 5, d.f. (residual) = 1494, Sig. = 0.000) which means that all the predictors collectively account for a statistically significant proportion of the variance in the criterion table. From the magnitude of the t-statistics ( $t = 10.542$ ,  $p < 0.01$ ), solving organizational problems through active approach accounts for the significant proportion of unique variance on the respondents attended number of EDPs.

Table 7

Dependent Variable		Difficulties in expansion					
Test of Independence by Durbin-Watson test		2.329					
Outliers		Min. -1.797 & max. 2.105					
R-Square Value		.073					
F-value of the model		23.701					
Significance		0.000 @ d.f. (regression 5), (residual 1494)					
Coefficients							
Predictors (Independent Variables)	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co-linearity statistics	
	B	Std. Error	Beta			Tolerance	VIF
(constant)	1.556	.135		11.546	.000		
Men perform better than woman in high level position	.030	.044	.025	.675	.500	.459	2.177
Men solve problems with logical analysis	.278	.055	.227	5.034	.000	.306	3.264
Meetings are effective chaired by a man	-.155	.054	-.133	-2.859	.004	.285	3.504
Importance of professional career for men than a woman	.217	.054	.166	4.038	.000	.366	2.733
Solving organizatio- nal problems require active approach	-.028	.046	-.022	-.596	.551	.439	2.276

No multicollinearity has been assumed for the independent variables. The independence assumption is satisfied as the value of Durbin-Watson is equals to 2. The Table depicts that the result lie between the internal i.e., minimum is -1.797 and maximum is 2.105 which results in no outliers.

#### Regression Model

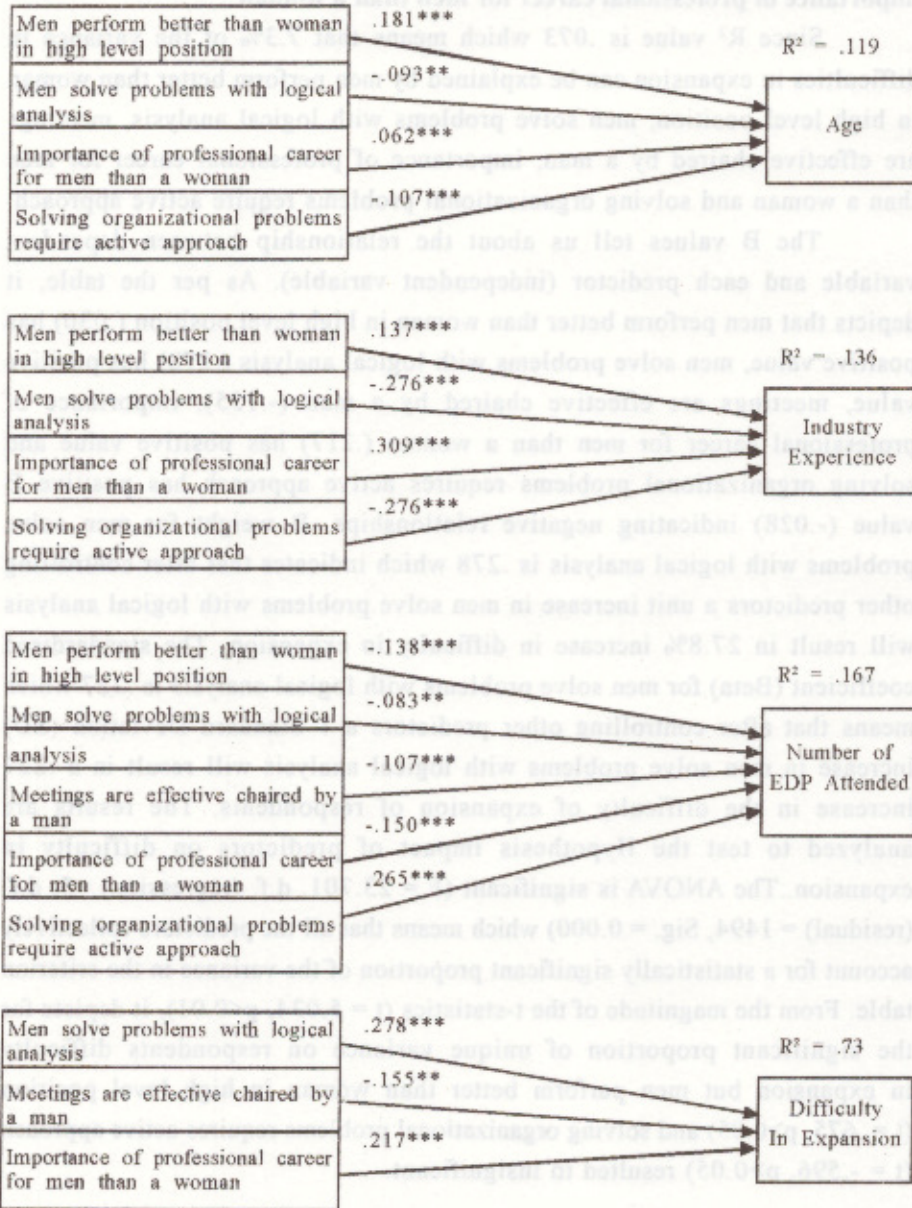
$$\text{Difficulties in expansion} = 1.556 + .278 * \text{men solve problems with}$$

**logical analysis -.155\* meetings are effective chaired by a man +.217\* importance of professional career for men than a woman**

Since  $R^2$  value is .073 which means that 7.3% of the variance in difficulties in expansion can be explained by men perform better than woman in high level position, men solve problems with logical analysis, meetings are effective chaired by a man, importance of professional career for men than a woman and solving organizational problems require active approach.

The B values tell us about the relationship between dependent variable and each predictor (independent variable). As per the table, it depicts that men perform better than woman in high level position (.030) has positive value, men solve problems with logical analysis (.278) has positive value, meetings are effective chaired by a man (-.155), importance of professional career for men than a woman (.217) has positive value and solving organizational problems requires active approach has positive B value (-.028) indicating negative relationships. B weight for men solve problems with logical analysis is .278 which indicates that after controlling other predictors a unit increase in men solve problems with logical analysis will result in 27.8% increase in difficulty in expansion. The standardised coefficient (Beta) for men solve problems with logical analysis is .227 which means that after controlling other predictors a 1 Standard Deviation (SD) increase in men solve problems with logical analysis will result in a .227 increase in the difficulty of expansion of respondents. The results are analyzed to test the Hypothesis impact of predictors on difficulty in expansion. The ANOVA is significant ( $F = 23.701$ , d.f. (regression) = 5, d.f. (residual) = 1494, Sig. = 0.000) which means that all the predictors collectively account for a statistically significant proportion of the variance in the criterion table. From the magnitude of the t-statistics ( $t = 5.034$ ,  $p < 0.01$ ), it depicts for the significant proportion of unique variance on respondents difficulty in expansion but men perform better than woman in high level position ( $t = .675$ ,  $p > 0.05$ ) and solving organizational problems requires active approach ( $t = -.596$ ,  $p > 0.05$ ) resulted to insignificant.

**PROPOSED RESEARCH MODEL**



\*\* Parameter estimates are significant at the 0.05 level

\*\*\* Parameter estimates are significant at the 0.001 level



## CONCLUSION

Femininity/masculinity orientations are relevant to entrepreneurial orientations, their relative importance and influence on entrepreneurial potentials. Within each society, men's culture differs greatly from women's culture. Although men and women can often perform the same duties from a technical standpoint, there are often symbols to which each gender has a different response. In situations where one gender responds in an alternative manner to their prescribed roles, the other gender may not even accept their deviant gender role. The level of reactions experienced by people exposed to foreign cultures can be compared similarly to the reactions of gender behaviours of the opposite sex. The degree of gender differentiation in a country depends primarily on the culture within that nation and its history. The relative femininity/masculinity relates to the potential to become an entrepreneur and the results indicate that femininity/masculinity are distinct characteristic orientations. A multiple regression was used in checking the impact of predictors on dependent variable, age, industry experience, the number of entrepreneurship development programmes attended and difficulty in expansion are taken into consideration as dependent variable in relation to the independent variables or predictors such as men perform better than woman in high level position, men solve problems with logical analysis, meetings are effectively chaired by a man, importance of professional career for men than a woman and solving organizational problems requires active approach. The predictors are analyzed by using multiple regressions. In the dependent variable age, B weight for importance of professional career for men than a woman which means that, after controlling other predictors a unit increase in importance of professional career for men than a woman will result in increase in age of respondent. From the magnitude of the t-statistics, Men perform better than woman in high level position accounts for the significant proportion of unique variance on respondents Age. Meetings are effectively chaired by men were found to be insignificant rest other predictors were found to have a significant impact on age of respondents. With reference to change in the age of the entrepreneurs, there is a strong feel that male are better than female in performance & higher in career prospects. In second dependent variable industry experience, B weight for importance of professional career for men than a woman which exhibits that after controlling other predictors a unit increase importance of professional career for men than a woman will result in increase in industry experience. The model is significant and from the magnitude of the t-statistics men problem solving, performance, importance of profession career & active approach

by men all contribute significantly towards entrepreneur's industrial experience. In the dependent variable, the number of EDPs attended shows that B value for solving organizational problems requires active approach reflects that after controlling other predictors a unit increase in solving organizational problems requires active approach will result in increase in the number EDP attended. The model is significant and from the t-statistics magnitude the model is significant and regression coefficients are also significant. All predictors contribute significantly toward entrepreneurial programmes attended. The last dependent variable is difficulty in expansion which shows that B weight for men solve problems with logical analysis is which indicates that after controlling other predictors a unit increase in men solve problems with logical analysis will result in increase in difficulty in expansion. The predictors men problem solving skill, importance of professional career for men, meetings are effectively chaired by men have a significant impact on difficulties in expansion by the entrepreneurs. The impact of gender dominance predictors on entrepreneurial development attributes determines that there is a strong role of gender in entrepreneurial development. As per the results of the study, entrepreneurs strongly feel that male are with better entrepreneurial traits than females. While gender identity may sometimes be more important than gender in determining outcomes, it is also possible for one's gender (male or female) and one's gender identity (masculine or feminine) to each result in different displays of behaviour.

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