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AN EXPLORATION OF CROSS-CULTURAL AND GENDER DIFFERENCES IN EAST ASIA, SOUTH ASIA AND SOUTHEAST ASIA

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ABSTRACT

We explored cross-cultural, gender-based similarities and differences in values and attitudes towards women in East Asia (Hong Kong), South Asian (India and Sri Lanka) and Southeast Asia (Singapore). Results indicated that women possess higher social (collectivistic) value orientations; males possess higher personal (individualistic) value orientations. Respondents in Hong Kong and Singapore possessed higher personal value orientations; those from India and Sri Lanka possessed higher social value orientations. Females were more egalitarian than men in their attitudes towards women. Respondents in India and Singapore possessed less equalitarian attitudes towards women as compared to respondents in Hong Kong and Sri Lanka.

INTRODUCTION

The countries in South Asia (Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan, Sri Lanka) have a population of 1.7 billion, representing 24 percent of the world's population (World Economic Forum, 2014). Estimates are that by 2045, 30 percent of the expected growth in the world's population is expected to come from the South Asian countries of India, Pakistan and Bangladesh and over 31 percent of that population is below the age of 14 (Khilji, 2012). The South Asian region as a whole is expected to continue to grow and become more vital to the global economy (Goldman Sachs, 2011; McKinsey & Company, 2012, 2013). Despite the importance of South Asia to the global economy, relevant research on gender-related cultural issues is scarce.

The World Economic Forum (2014) reports that "women make up half of the potential human capital available in any economy, and the efficient use of this talent pool is a key driver of competitiveness" (p. 1). For instance, the Global Gender Gap Report (2013) "confirms a correlation between gender equality and the level of competitiveness, GDP per capita and human development" (2013, p. 31). Their studies indicate that the most competitive countries are those that have been most successful at reducing the gender disparities between males and females in the workforce. However, companies are not using the talents of women who can help them

compete in the global marketplace. For example, a 2012 McKinsey and Company survey of 1,500 senior managers of 744 exchange-listed companies in Asia found: only six percent of the companies surveyed employed females on their executive committees; the return on equity for Asian companies with women on their executive committees averaged 22%; and the return on equity for Asian companies without women was 15% (Chu & Ramstad, 2012). Despite the importance of gender neutrality in the global marketplace, gender role attitudes follow women into the workforce and can lead to a glass ceiling. Catalyst (2014) Knowledge Center Report Women on Boards in Asia-Pacific, shows that women only make up 9.7% of boards of directors membership of companies in Thailand, 9.4% in Hong Kong, 8.1% in China, 7.8% in Malaysia, 7.3% in Singapore, 4.7% in India, 4.4% in Taiwan, 6.0% in Indonesia, 1.9% in South Korea and 1.1% in Japan. This suggests that many companies throughout the world, particularly in Asia, are not employing the valuable skills that women bring to the workforce, higher levels of management, and leadership in the public sector.

The purpose of this study is to explore similarities and differences in cultural and gender roles between developed and developing countries in Asia. The researchers use gross national income (GNI) data to indicate the degree of development of a country. Results of this study will help leaders understand culturally-based personal values of men and women as well as their attitudes toward women in order to develop policy, procedures, and programs to further integrate women into senior leadership positions.

National culture consists of three components: values, attitudes and behavior. Based on Rokeach's research, Connor and Becker's (1994, 2003) model indicates that within the cultural paradigm, values impact attitudes, attitudes impact behavior, and all three interact in the environment. While some studies have explored values throughout these sub-regions, this is one of the first studies to explore values and attitudes that lead to behaviors, in Asia. Such research findings are important as they are relatively unexplored constructs in these Asian sub-regions. Results will help managers and policy makers and other leaders understand the culturally-based personal values of males and females and their attitudes towards women in the region. This knowledge allows managers and leaders to develop policies, procedures and programs that will increase their countries' competitiveness by fully integrating women into leadership positions.

THEORY AND HYPOTHESES

Culture and Cultural Clusters

Research has shown that each country possesses a unique culture that consists of values, attitudes and behaviors (Rokeach, 1979; Hofstede, 1984). Kluckhohn (1951, p. 86) explained that culture or national culture "consists of historically derived traditional values that become patterned ways of thinking, feeling and reacting within human groups." House et. al. (2004) research on culture in 62 countries indicated that culture was socialized in each country, with citizens possessing unique values, attitudes and behavior that distinguished one society from another.

Based on early research by Kluckhohn (1951), Rokeach (1979) stated that culture has three components: values, attitudes and behaviors that can be used to explore similarities and differences across demographic variables, including sub-cultures, cultures and cultural clusters. Research has traced unique sub-cultures within countries, based on generations (Greenwood et al., 2012),

religion (Khilji, Murphy, Greenwood & Mujtaba, 2014) or the gender-based roles assigned to males and females (Olivas-Lujan et al., 2009; Ruiz-Gutierrez et al., 2012).

Countries within a region or cultural cluster might be similar in their cultures, but at the country or sub-cultural level of analysis similarities and differences can exist within and across the clusters (Budhwar, 2004; Chhokar, Brodbeck, & House, 2007; Hofstede, 2001; Inglehart & Welzel, 2006). For example, Olivas-Lujan et al., (2009) found similarities and differences in Latin American values and attitudes towards women, but they had to move to the country and gender level of analysis in order to elucidate them. In other research investigating cultural clusters, Uy, Murphy and Greenwood (2010) explored the values of males and females in the east and west to find similarities and differences across the cultural clusters in the countries. The GLOBE's study of culture and leadership explored similarities and differences in the Anglo, Arabic, Germanic, Eastern European, Southern Asia, and Southeast Asian clusters or sub-regions (House et. al, 2004; Chhokar, et. al, 2007).

Studies by Budhwar (2004) and 20 other researchers explored similarities and differences in human resource management practices in the Asian-Pacific region, with a country level focus on three countries we are exploring (Hong, Kong, India and Singapore). Inglehart and Welzel (2006) investigated modernization, cultural change and democracy in 80 societies, including two studies in our sample (China and India), and other Asian countries. Chhokar, Brodbeck and House (2007) explored culture and leadership in 25 societies throughout the world, including Hong Kong, India and Singapore. Finally, Hofstede (1984, 2001) investigated cultural similarities and difference in 80 societies, including Hong Kong, India and Singapore.

The 2014 World Economic Forum (WEF) divides Asia into sub-regions. We will investigate similarities and differences in values and attitudes towards women, in at least one country from each region. From the Eastern Asia sub-region (China, Hong Kong, Macao, South Korea, North Korea, Japan and Mongolia) we selected Hong Kong (high GNI). From the Southern Asian countries (Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan, Sri Lanka) we selected the countries of India (low GNI) and Sri Lanka (low GNI), and from the Southeast Asian countries (Brunei, Cambodia, Indonesia, Lao, Malaysia, Philippines, Singapore, Thailand, Timor-Leste, and Vietnam) we selected Singapore (high GNI) (World Economic Forum, 2014). This will allow us to explore regional or cultural cluster-level similarities and differences and gender-based similarities and differences across the regions and within the regions. In addition, we will be able to explore similarities and differences between working adults from two developed (Hong Kong and Singapore) and two developing (India and Sri Lanka) countries.

Values

Research has shown that the first component of culture is values. Hofstede (1984) explained that values are "broad tendency to prefer certain states of affairs over others…values are programmed early in our lives…and values determine our subjective definition of rationality" (p. 18). We base our study of values on the founding research of Milton Rokeach, who developed the Rokeach Value Survey to measure value similarities and differences across different demographic groups, including individuals, sub-cultures and cultures. The Rokeach Value Survey (1973) consists of 18 terminal values and 18 instrumental values that are ordered by respondents' level of importance.

Terminal values are the end-state of existence values, or the most important goals in the lives of respondents. Instrumental values are the mode of conduct values, or the means respondents might use to obtain their terminal value goals (Rokeach, 1973).

Limthanakom, Lauffer, Mujtaba and Murphy (2008) explored gender-based differences between professional working adults in the US, Thailand and Singapore, finding gender-based differences for both terminal and instrumental values in all three countries. Mujtaba, Luk, Murphy and Saowakul (2009) used the Rokeach Value Survey (RVS) to investigate the convergence of divergence of values between working adults in Thailand, Hong Kong and Afghanistan.

Inglehart and Welzel (2006) found that as countries modernize, cultural change takes place and people adopt values needed for industrialized societies. The adopted values replace in importance some of the previously important security values that were needed when these countries were developing nations. Similarly, Chow's (2007) findings for Hong Kong as part of the GLOBE project, suggested that working adults in Hong Kong highly value their Confucian values of "(a) socialization within the family, (b) a tendency to help the group, (c) a sense of hierarchy and (d) a sense of complementary relations" (p. 913). In addition, "they also valued the Western traits such as creativity, aggressiveness and directness" (p. 913).

Li, Ngin and Teo (2008) similarly discovered the convergence of Eastern and Western values of working adults in Singapore as these respondents had a strong tradition of a "traders' mentality" as part of their cultural heritage, with a strong desire for freedom and independence combined with a family and group orientation. Chhokar's (2007) findings for India were similar to these other countries, except the family orientation was part of their Hindu religion and Indians possessed extremely high Power Distance and Performance Orientation. Indians accept distance between their societal, work-levels, upper management and other "castes in society," and they have less equalitarian gender role attitudes towards women in the workforce. On the other hand, the impact of industrialization is demonstrated by the larger than normal score in their attitudes towards performance, indicating that their entrance into the modern industrialized world is allowing them to slowly adopt some Western individualistic values.

Studies by Chandrakumara, Glynn, Gunathilake and Senevirathne (2010), Borker (2013), Kapoor, Hughes, Baldwin and Blue (2003) and Gupta, Surie, Javidan and Chhokar (2002) suggest that India will possess high levels of individualism and lower levels of collectivism as compared to Sri Lanka. As such, respondents from India, Hong Kong and Singapore will have high personal (individualism) and high moral (collectivism) value orientations and Sri Lanka will have high social (collectivism) and high moral (collectivism) value orientations.

Uy, Murphy and Greenwood (2010) investigated value orientations of males and females in the Eastern Asian countries (Japan, Philippines, and Thailand) as compared to Western countries (US, UK and Iceland). Their studies suggested that women possessed higher social value orientations as compared to males in all six countries, while the males in all six countries possessed higher personal value orientations. Their research results also specified that females more highly valued moral value orientations, while males more highly valued competence orientations. These studies suggested that developed countries will place higher priority on intrapersonal individualistic personal value orientations and developing countries will place higher priority on interpersonal

collectivistic social value orientations. Based on these findings we developed the following research hypotheses:

H1. Women will possess higher social value orientations as compared to males.
H2. Males will possess higher personal value orientations as compared to females.
H3. Respondents from Hong Kong and Singapore will possess higher personal value orientations (individualism) as compared to India and Sri Lanka.
H4. Respondents from India and Sri Lanka will possess higher social value orientations (collectivism) as compared to Hong Kong and Singapore.
H5. Respondents from Hong Kong, Singapore and India will be classified as having high personal and high moral value orientations and Sri Lankans will be classified as having high social and high moral value orientations.

Attitudes towards Women in the Workforce

Men and women throughout the world are socialized from birth to possess different values that lead to differences in attitudes and subsequent behavior (Rokeach, 1973, 1979). For instance, Hofstede's (1984, 2001) research suggests that women place higher importance on social goals, such as relationships and helping others. Men place higher importance on achievement, ego, careers, money and other economic goals. Hofstede (2001, p. 281) explained, "Men, in short are supposed to be assertive, competitive and tough. Women are supposed to be more concerned with taking care of the home, the children, and people in general—to take the tender roles…different societies show different distributions of power between the genders." These attitudes lead to men dominating the power structures in the economy and in politics, creating a "glass ceiling or concrete ceiling" that keeps many women throughout the world in lower level management and political positions (Hofstede, 2001; Inglehart & Welzel, 2006).

Hofstede's (1984, 2001) studies revealed that, of the East, South and Southeast Asian countries in our study, Hong Kong had 18 for masculinity; India had 20 for masculinity; and Singapore had 28 for masculinity. Chow's (2008) study of Hong Kong found that working adults in Hong Kong possessed a moderate level of gender equalitarianism. In India, Chhokar (2008) related that Indian society is still male dominated, both in the home and in the workplace, despite having had a female prime minister. "Even when they work as professionals outside the home, responsibility for the housework and childrearing continue to rest almost solely with women" (Chow, 2008, p. 990). Li, Ngin and Teo's (2008) studies of Singapore indicate that gender equalitarianism is lower when compared to respondents from Hong Kong.

More recently, Borker (2013) used Hofstede's value survey module along with economic data to classify Sri Lanka. Borker found that Sri Lanka possessed a higher power distance scores of 80 compared to India's 77, lower individualism scores (35), than India (48), low masculinity/femininity score of 10 compared to India (56), higher uncertainty avoidance score of 45 compared to India's 40, and a lower long-term orientation score of 45 compared to India (61). Finally, a new category, Indulgence vs. Restraint showed that India possessed a low indulgence score of 26 as compared to Sri Lanka's 64, which was the highest score among the 11 countries studied. Studies by Chandrakumara, Glynn, Gunathilake and Senevirathne (2010), Borker (2013) and Kapoor, Hughes, Baldwin and Blue (2003) and Gupta, Surie, Javidan and Chhokar (2002) suggest that India and China and other South Asian and Asian countries will possess lower levels

of gender equalitarianism as compared to Western countries. As Gupta et al. (2002, p. 20) explained concerning low gender equalitarianism in South Asia, "a woman typically grows up learning that her salvation lies in observing the commands of her father during childhood, of her husband and in-laws after marriage and of her children after they grow up."

In research exploring attitudes towards women in the workforce in the East, South and Southeast Asian countries: Ebrahimi (1999) investigated attitudes towards women in the workforce in Hong Kong; Bhatnagar and Rajadhyaksha (2001) studied the attitudes towards women's roles of dual-career couples in India; Ongen (2006) assessed attitudes towards women in Turkey; Khalid and Frieze (2004) looked at attitudes towards gender roles in Pakistan; Elsaid and Elsaid (2012) studied attitudes towards women as managers in Egypt as compared to the US; and Delevi and Bugay (2013) investigated attitudes towards women in Turkey. These studies suggest that women and men in these Asian countries possess traditionally low gender equalitarian attitudes towards women in the workforce as compared to Western countries. However, as in Western countries, these studies found that women were significantly more equalitarian in their attitudes towards women in the workforce as compared to men.

Uy, Murphy and Greenwood (2010) explored attitudes towards women and the impact of religion on those attitudes across 14 countries (East, West, Europe and Asia); results indicated that women possessed more equalitarian attitudes towards women in the workforce across the culture and that males and females in developing countries had less equalitarian attitudes towards women as compared to respondents from developed countries. Hofstede's (1984, 2001), Chhokar et al. (2007), Ruiz-Gutierrez et al. (2012), and Teahen, Greenwood and Murphy's (2014) studies also indicated that women world-wide have more equalitarian attitudes as compared to men and that males and females in developing countries possessed less equalitarian attitudes towards women as compared to respondents from developed countries.

Chow's (2007) study of Hong Kong, Chhokar's (2007) study of India, and Li, Ngin and Teo's (2007) study of Singapore indicated that respondents from Singapore possessed less equalitarian attitudes towards women in the workforce as compared to Hong Kong, China and Taiwan. Further, respondents from India possessed less equalitarian attitudes towards women as compared respondents from Singapore, Hong Kong, China and Taiwan. In summary, women across all the countries studied possessed more equalitarian attitudes towards women in the workforce than did men. These findings led to the development of the following hypotheses:

H6. Females will possess more equalitarian attitudes towards women as compared to males.
H7. Males and females in India and in Singapore will possess less equalitarian attitudes towards women as compared to males and females in Hong Kong, and Sri Lanka.

RESEARCH METHODOLOGY

Measures

We used two valid and reliable instruments that allowed us to make comparisons across the cultural clusters, countries and genders. The instruments were translated and back translated by native researchers in each country using standard procedures in cross-cultural research and the co-authors

ensured that the survey procedures were standard and consistent across the countries/cultures (Harzing et al., 2005).

Rokeach value survey. We used the 1973 RVS because it is "the most commonly used instrument for the measurement of values (Kamakura & Novak, 1992; Connor & Becker, 2003; Khilji et al., 2014;). The RVS is easier to use and translate, it is shorter and proven highly reliable in cross-cultural research over the past 30 years (Connor & Becker, 2003, 2006). Rokeach (1973, 1979) reported test-retest reliability scores over a 14-month period for the RVS, with a range of .51 to .88 for the terminal values and .45 to .74 for the instrumental values. Each set of values is rank ordered in importance from one (most important) to 18 (least important) as guiding principles in the respondents lives (Connor & Becker, 2003, 2006).

The RVS consists of 18 terminal and 18 instrumental values totaling 36 values. Demographic variables like country and gender can be analyzed across the values, leading to an enormous endeavor for analysis. In order to consolidate the values into more manageable parts for analysis, Rokeach (1973) created value orientations by classifying terminal values into those that emphasized inter-personal goals (social orientation; collectivism) and those that emphasized intra-personal goals (personal orientation; individualism). Instrumental values were classified into those which emphasized intra-personal behavior techniques (competence orientations; individualism) and those that emphasized inter-personal behavior techniques (moral orientations; collectivism). Grand means for each society/culture/sub-culture and for each gender are used in order to compare the results across variables and across the four sets of value orientations, instead of using all 36 values (Rokeach, 1973, 1979; Weber, 1990, 1993).

Attitudes towards women. The researchers investigated the attitudes towards women in the workforce using the Spence, Helmreich and Stapp (1973) attitudes towards women scale (AWS) 15-item short-form. The instrument uses a 4-point Likert scaled from 0 to 3, with a maximum total of 45 points. The higher the score, the more equalitarian the respondent is in their attitudes towards women in the workforce. The grand means are computed for each demographic variable to determine similarities or differences (cultural cluster, country, and gender in our study). The AWS short-form has shown its reliability in cross-cultural research with a reliability coefficient alfa of .89 and test-retest reliability of .86 in previous studies by Murphy et al. (2007) in the west (US and UK) as compared to an eastern country (Japan), Latin American countries (Olivas-Lujan et al., 2009), and in China, India, and the Philippines (Foss & Slaney, 1986; Chia et al., 1994; Tang & Tam, 2003; Agbayani-Siewert, 2004). The Cronbach's alpha reliability scores for the attitudes towards women short form for this sample were: .72 for Singapore, .77 for Hong Kong, .70 for Sri Lanka and .70 for India.

Gross national income (GNI). We used gross national income (GNI) per capita in US dollars data to indicate the degree of development of a country. GNI was chosen because "it has proved to be a useful and easily available indicator that is closely correlated with other, nonmonetary measures of the quality of life, such as life expectancy at birth, mortality rates of children, and enrollment rates in school (The World Bank, 2015, ¶1). GNI per capita is as follows: Singapore ($54,040), Hong Kong ($38,420), Sri Lanka ($3,170) and India ($1,570). Based on the GNI scores we classified Hong Kong and Singapore as developed countries and India and Sri Lanka as developing countries (World Economic Forum, 2014; World Bank, 2015).

Sample and Analyses

The research populations were convenience samples of working adults and working adult university students living in Hong Kong (23.72%), Singapore (36.73%), Sri Lanka (21.67%) and in Southern India (17.97%). The sample consisted of 1,391 individuals of which, 51.69% were men and 48.38% were women. (See Table 1) We explored the hypotheses at the country level of analysis and then explored the research results for similarities and differences across the cultures and genders. Non-parametric statistical analysis procedures like the Kruskal-Wallis ANOVA and Kolmogorov-Smirnov independent sample t-test must be used to analyze the values because the RVS uses rank ordered data. Analysis of variance and the t-test were used to analyze the attitudes towards women scale. The level of significance for the hypotheses testing was $p < .05$, the standard level used in the majority of research studies in the social sciences (Chia et al., 1994; Foss & Slaney, 1986; Tang & Tam, 2003; Agbayani-Siewert, 2004).

RESEARCH RESULTS

As shown in Table 2, females across the samples possessed higher (smaller means; females = 9.79 versus males = 9.82) social terminal value orientations (interpersonal; collectivistic) as compared to males, allowing us to accept **H1**. For personal value orientations (intrapersonal; individualistic), males across the samples possessed higher (smaller means; males = 9.06 versus females = 9.15) personal value orientations as compared to females, allowing us to accept **H2**. Additionally, males placed higher importance on competence values (intra-personal, individualism) and females placed higher importance on moral values (inter-personal, collectivism). We accepted **H3** as respondents from Hong Kong and Singapore (means of 8.85 and 9.08) possessed higher personal value orientations (lower means) as compared to Sri Lanka and India (means of 9.56 and 9.14). Similarly, we accepted **H4** because respondents from India and Sri Lanka possessed higher social value orientations (9.39 and 9.64) as compared to Singapore and Hong Kong (10.10 and 9.85).

We accepted **H5** because, as hypothesized, respondents from Hong Kong, Singapore and India were classified as having high personal and high moral value orientations and Sri Lankans were classified as having high social and high moral value orientations. We predicted and found that females across the sample possessed higher or more equalitarian attitudes towards women than did males (female = 27.57; males = 24.22), allowing us to accept **H6** (Table 2). We accepted **H7**, because females and males in Singapore and India possessed lower equalitarian attitudes towards women scores (23.17 and 23.88) as compared to Hong Kong (29.84) and Sri Lanka (27.67) allowing us to accept **H7** (Tables 2 and 3).

DISCUSSION AND CONCLUSIONS

Value Orientations

The purpose of our study was to explore gender-based similarities and differences in the cultures of two developed countries (Hong Kong from the Eastern Asia sub-region and Singapore from the Southeast Asia sub-region) and two developing countries (India and Sri Lanka from the South Asia

sub-region). We explored two components of culture: values and attitudes towards women in order to explore similarities and differences in culture.

In line with prior values research, Asian females as a combined group placed slightly higher importance on social and moral value orientations, which represent inter-personal and collectivist attitudes. On the other hand, Asian males as a combined group placed slightly higher importance of the personal and competence value orientations, which are intra-personal and individualistic.

When we develop primary value orientations we are comparing each country's primary value orientations for each gender. This involves comparing each gender separately by examining the lowest mean scores for social or personal terminal values and moral or competence values. If the social value has a lower mean score than the personal value, that gender is classified as high in social values. If the moral value has a lower mean score as compared to the competence values, that gender is classified as high in moral values.

Our findings indicated that when we compared males and females within a country for primary value orientation similarities, males and females in Hong Kong, Singapore and India were all classified as having primary personal (individualism) and moral (collectivism) value orientations. In contrast, the data indicated that Sri Lankan males possessed a primary value orientation of social (collectivism) and competence (individualism) value orientations and females were classified as possessing a primary value orientation of social (collectivism) and moral (collectivism) value orientation.

Our research extends Hofstede's (1984, 2001) research to males and females in Sri Lanka, and updates Hofstede's data with a recent sample in Hong Kong, Singapore and India. Hofstede's findings 20 years ago indicated that working adults in Hong Kong, Singapore and India were primarily collectivists and possessed lower levels of individualism. Our findings indicate that individualism in Hong Kong, Singapore and India has become more important as these countries industrialize and compete in the global marketplace. This also extends the research of Inglehart and Welzel (2006) who suggested that as countries industrialize, their values start to change from collective goals to more individualistic goals, which are needed for success in the global marketplace. For example, our research results suggest that working adults in Hong Kong and Singapore, both developed countries, placed higher importance on personal values orientations (individualism) as compared to the two developing countries of India and Sri Lanka, whose working adults placed higher importance on social value orientations (collectivism).

Our findings extend the research of Limthanakom et al. (2008) and Mujtaba et al. (2009) on individualism and collectivism also. Our study also confirms the work of Chandrakumara, Glynn, Gunathilake and Senevirathne (2010) whose research with the Hofstede value survey in Sri Lanka also suggested that Sri Lankans are still primarily collectivistic, but with high levels of individualism, among other findings. Our study validates a more recent study by Borker (2013), which also used the Hofstede value instrument and suggested that Sri Lanka was higher in collectivism and social values compared to India.

Attitudes towards Women in the Workforce

Our study of attitudes towards women in the workforce validates the results of Ebrahimi's (1999) study in Hong Kong; Bhatnagar and Rajadhyaksha's (2001) study in India; Ongen's (2006) study in Turkey; Khalid and Frieze's (2004) study in Pakistan; Elsaid and Elsaid's (2012) study in Egypt, and Delevi and Bugay's (2013) study in Turkey, which noted that both men and women in Asian countries, regardless of cultural cluster, possess very traditional and somewhat less equalitarian attitudes towards women in the workforce as compared to men and women in Western countries, European countries and Latin America. Our study suggests that females in Asia, regardless of cultural cluster, possess more equalitarian attitudes towards women in the workforce (27.57) as compared to men (24.22). When we compare our study to Olivas-Lujan et al.'s (2009) and Teahen et al.'s (2014) studies of attitudes towards women in the workforce (AWS) in four Latin American countries, we find that Latin American men's AWS scores averaged 29.43 and Latin American women averaged 30.87, much higher than findings for our Asian clusters. These findings reveal that males and females in Hong Kong, Singapore, India and Sri Lanka possess less equalitarian attitudes towards women in the workforce as compared to men and women in Latin America.

Our research results also indicate that males and females in Singapore and India possessed much lower equalitarian attitudes towards women as compared to Hong Kong and Sri Lanka. These results seem to validate and extend Hofstede's (1984, 2001) studies of gender-based attitudes towards women in 53 countries, to Sri Lanka. Hofstede's study implied that males and females in Hong Kong had slightly more equalitarian attitudes towards women in the workforce. Chow's (2008) gender-based study of Hong Kong and Li et al. (2008) studies of gender in Hong Kong, China and Taiwan also pointed out that Hong Kong respondents would have higher gender equalitarian scores as compared to Singapore and India, with India having much lower scores. Our study reveals that respondents from Hong Kong have the highest attitudes towards women in the workforce scores (29.84), followed by Sir Lanka (27.67), India (23.88) and Singapore, which had the lowest gender equalitarian scores (23.17).

Implications, Limitations and Recommendations

What are the implications of our findings for managers and policy-makers? First, managers must understand the goal orientations of their employees. Females have more important social or collectivist goals throughout the world, especially in countries in South Asia where culturally-based obligations to care for their extended families prevail. Supervisors must provide women with time off or flexible work schedules so they can meet the needs of the organization as well as the needs of their families. Males throughout the world value more personal or individualistic goals and they do not feel the extended responsibilities that women have for their families. Even though most Asian countries are patriarchal societies, men also highly value and place high importance on social goals. Since males place only slightly less value on social goals as compared to females, they would also place high value on time off and flexible work schedules in order to allow them to meet family needs. These findings are especially true in Sri Lanka, where males and females more highly valued social collectivist goals over individual goals.

Managers, political leaders and marketers in the global marketplace must realize that for attitudes towards women in the workforce, males and females are much more traditional and less equalitarian in comparison to those in Western and Latin American countries. While political leaders have passed laws guaranteeing women equal treatment in the workplace, the culturally

ingrained gender role expectations keep women from full equality at work and at home. As patriarchal societies, men and women still consider women to be responsible for home roles, with little help from men. As such, managers, political leaders, and marketers must understand these attitudes in order to properly lead organizations and market products in these countries.

The limitations of our study include: The convenience samples of working adults from the capitals of each country, unequal representation from individuals in different generations and marital status from each country, unequal representation of males and females and the variability of educational backgrounds included in the sample. In future, research samples from non-capital cities and most especially from lower economic ranks and a broader sample of equal numbers from each generation are needed.

More studies are needed to confirm these research findings using other populations in each country. For example, in India, a population with a broader range of educational levels is needed, and in Sri Lanka, comparisons to managers would enhance future research. Research extending out from capital cities to more rural parts of each country would be invaluable. More research in the developing countries in South Asia and the rest of Asia is needed as research in these countries, cultural clusters and sub-regions is in its infancy.

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TABLE 1: SURVEY SAMPLE DEMOGRAPHICS

	Sample	Singapore	Hong Kong	Sri Lanka	India
Sample Size	1391	511	330	300	250
Sex					
Male	719	294	140	108	177
Female	673	217	190	192	74

TABLE 2: VALUE ORIENTATIONS
AND ATTITUDES TOWARDS WOMEN

Value Orientations							
	Males N=717	Females N=674	Singapore N=511	Hong Kong N=329	Sri Lanka N=300	India N=251	Sign
Social Values	9.82	9.79	10.10	9.85	9.39	9.64	***
Personal Values	9.06	9.15	8.85	9.08	9.56	9.14	***
Moral Values	9.33	9.21	9.10	9.35	9.37	9.41	***
Competence Values	9.57	9.70	9.80	9.60	9.54	9.45	***
Value Orientation Types							
	Primary Value Orientation			Secondary Value Orientation			
Males	High Personal + High Moral			High Personal + High Competence			
Females	High Personal + High Moral			High Personal + High Competence			
Singapore	High Personal + High Moral			High Personal + High Competence			
Hong Kong	High Personal + High Moral			High Personal + High Competence			
Sri Lanka	High Social + High Moral			High Social + High Competence			
India	High Personal + High Moral			High Personal + High Competence			
Attitudes Towards Women's Roles in Society							
	Males N=717	Females N=674	Singapore N=511	Hong Kong N=329	Sri Lanka N=300	India N=251	Sign
AWS	24.22	27.57	23.17	29.84	27.67	23.88	***

TABLE 3: SEX/GENDER DIFFERENCES IN VALUE ORIENTATIONS ATTITUDES TOWARDS WOMEN

Value Orientations									
	Singapore		Hong Kong		Sri Lanka		India		
	Male N=294	Female N=217	Male N=140	Female N=190	Male N=108	Female N=192	Male N=177	Female N=74	Sign
Social Values	10.18	9.97	9.69	9.94	9.35	9.41	9.56	9.82	***
Personal Values	8.78	8.95	9.27	8.97	9.57	9.55	9.11	9.20	***
Moral Values	9.17	9.10	9.35	9.33	9.56	9.26	9.41	9.38	
Competence Values	9.73	9.90	9.63	9.61	9.36	9.64	9.43	9.50	***

Value Orientation Types			
Singapore Males	High Personal + High Moral	Singapore Females	High Personal + High Moral
Hong Kong Males	High Personal + High Moral	Hong Kong Females	High Personal + High Moral
Sri Lankan Males	High Social + High Compet	Sri Lankan Females	High Social + High Moral
Indian Males	High Personal + High Moral	Indian Females	High Personal + High Moral

Attitudes Towards Women's Roles in Society									
	Singapore		Hong Kong		Sri Lanka		India		
	Male N=294	Female N=217	Male N=140	Female N=190	Male N=108	Female N=192	Male N=177	Female N=74	Sign
AWS	22.31	24.27	27.46	31.55	27.16	27.95	23.01	25.95	***