

WHAT MATTERS! PREFERENCE OR ELIGIBILITY? EXAMINING AGENTIC AND COMMUNAL TRAITS ASSOCIATED WITH GENDER, EMPLOYMENT STATUS AND HIERARCHY

***Ayesha Ali**

Higher Education Commission, Punjab,
Pakistan.

ABSTRACT

This research investigated a common phenomenon that men and women are tagged with different qualities, usually stereotyped by gender, employment, and hierarchy. The study aims to investigate whether gender, according to the respective norms, employment statuses and hierarchical levels tend to display communal/ agentic traits in the higher education sector of Lahore, Pakistan. The survey research employed a quantitative method in a cross-sectional setting by employing a self-administered questionnaire. The results showed a difference/ relation between agency with relevance to gender and hierarchy but not employment status as contrasted to communality. The study also presented insights regarding organizational structure, gender and leadership qualities in professional employees.

Keywords: behavioral traits, communality, agency, gender, eligibility, employment, hierarchy, higher education, higher management, service sector.



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* Corresponding author.

E-mail address: 22ayasha11@gmail.com (Ayesha Ali)



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1. INTRODUCTION

As per the evidence in literature, men are generally characterized by agentic qualities and women are categorized by communal characteristics (Rosner, 1990; Spence & Helmreich, 1978; Bem, 1974) and this characterization is attributed to the division of labor between males and females where women are typically assigned with the domestic duties and men are usually awarded with paid employment. The "Role Congruity Theory" (Eagly & Karau, 2002; Eagly, 2004; Eagly & Diekmann, 2005) explains this divide in terms of "Descriptive norms" that describe the attributes of a group and "injunctive or prescriptive norms" that dictate the ideal characteristics of a group.

Among the males and females, the descriptive norms relate to the agency (e.g., dominant, aggressive and competitive) or the community (including nurturing, sensitive and cooperative) (Newport, 2001; Williams & Best, 1990).

The expression of prejudice towards potential candidates at the time of selection is usually based on the 'descriptive norms,' which focus on group members as having stereotypical characteristics of the group. It so happens that they might not be considered eligible for a particular position. Further, the prejudice towards those presently occupying roles is based primarily upon the 'prescriptive norms,' meaning that such occupants of incongruent positions receive negative reactions when prescriptive norms are violated but receive positive responses for effective performance in that role.

Eagly's (1987) study on gender differences and social behavior suggests that there are two kinds of qualities, namely agentic and communal. The communal qualities include nurturance, affection, helpfulness, sympathy, and emotional expressiveness. Studies express that females are characterized by these qualities more often (Rosner, 1990; Spence & Helmreich, 1978). On the other hand, the agentic dimension of behavior is goal-directed, aggressive, assertive, independent, self-sufficient etc. According to the literature, males are generally associated with agentic attributes. Agency traits are considered a prerequisite of success in a professional career, due to which women who are stereotypically characterized as lacking in agency traits are deemed less ()eligible for professional careers, especially the decision-making positions of top management. The agentic/ communal segregation of gender manifests in the shape of a major block composed of a stereotypic 'difference barrier' between genders, the fundamental conspicuous panel of the 'glass ceiling' that the usual females face.

The research evidence shows that agency traits (masculine) are more valued and considered a prerequisite for success in managerial or leadership positions, which usually proves a disadvantage for women who are trained to behave in a communal way. If and why they have to take on an agentic behavior in the performance of their jobs, they may face a clash with both their selves and their evaluators (Carli, 2001; Heilamn, Wallen, Fuchs & Tuamkins, 2004; Rudman & Glick, 1999)

Though a subject of intense debate, there is no conclusive scientific proof that males and females vary in their capacity to learn or deliver agentic (based on logic or leadership) or communal (exhibiting mentoring or caretaking) roles and responsibilities (Hyde, 2005; Plant, Hyde, Keltner

& Devine, 2000). However, the stereotype still exists and serves to taint the evaluations of female managers or leaders such that they face a situation of double-bind in the course of their careers where if they perform communally, they are appreciated but considered ineligible for the highest position, the other hand, performing in an agentic way, though in line with the requirement of their job, clashes with their perspective gender role and renders them less likable and therefore less desirable for the ultimate positions.

This study is conducted as there is scant research on the agentic/communal traits with reference to gender, employment and hierarchy, especially in the service sector. Conventionally, men and women are stereotyped with qualities associated with gender. So, both genders face differential treatment while being employed and promoted. The purpose of the article is to inquire whether the communal traits or agentic traits are gender specific and displayed in line with norms, employment and hierarchical levels in Pakistan's educational context. The paper aims to highlight the factors behind gender stereotyping in management positions within educational organizations.

1.1. Research Question

"Do women, in accordance with the perspective gender norms, display more communal traits as compared to the agentic traits displayed by their male colleagues, thus reinforcing the stereotypical beliefs about their ineligibility for leadership or employment positions?"

1. Does agency/ communality distinguish male and female?
2. Does employment have an association with the level of community/agency or not?
3. Does hierarchical position in an educational organization have an association with commonality/agency or not?

1.2. Research Objectives

1. To assess the level of communality/ agency in men and women.
2. To gauge whether employment is associated with the level of communality or agency.
3. To examine whether the hierarchical position in the organization is linked with agency/commonality.

1.3. Null Hypothesis

1. Ho 1: There is no difference between men and women in the level of agency.
2. Ho 2: There is no difference between men and women in the level of communality.

3. Ho 3: There is no relation/ association between the three employment statuses and the level of agency.
4. Ho 4: There is no relation/ association between three employment statuses and level of commonality.
5. Ho 5: There is no relation/ association between the three hierarchical positions and agencies.
6. Ho 6: There is no relation/ association between the three hierarchical positions and commonality.

1.4. Alternative Hypothesis

1. H1: Gender makes a difference in consideration of agency level.
2. H2: Gender makes a difference in the level of communication.
3. H3: There is a relation/ association between three employment statuses and the level of agency.
4. H4: There is a relation/ association between three employment statuses and the level of commonality.
5. H5: There is a relation/ association among three hierarchical positions and agencies.
6. H6: There is a relation/ association between three hierarchical positions and commonality.

2. LITERATURE REVIEW

The behavioral traits of communality and agency started with Bakan (1966). These concepts explained many phenomena in disciplines, including psychotherapy (Kiesler & Auerbach, 2003), cultural psychology (Phalet & Poppe, 1997), social psychology (Judd, James-Hawkins, Yzerbyt, & Kashima, 2005; Fiske, Cuddy, & Glick, 2007; Abele & Wojciszke, 2007; Abele & Bruckmüller, 2011; Wojciszke, Baryl, Parzuchowski, Szymkow, & Abele, 2011) and personality psychology (Wiggins, 1991; Paulhus & Trapnell, 2008). These terms are considered as fundamental dimensions (Abele & Wojciszke, 2007; Judd, James-Hawkins, Yzerbyt, & Kashima, 2005) and big two (Paulhus & Trapnell, 2008).

The agency is expressed by the actions of an individual struggling to attain one's objectives and indulging in self-aggrandizement by being active, competent, strong and decisive (Abele & Bruckmüller, 2011). At the same time, commonality relates to an individual's struggles to become part of a social unit, while traits include being friendly, cooperative, warm and

trustworthy (Abele & Bruckmüller, 2011). The former is related to "getting ahead," while the latter refers to "getting along" (Paulhus & Trapnell, 2008).

Agentic and communal traits are differentiated on the grounds of being profitable either for oneself or others (Abele & Wojciszke, 2007; Vonk, 1999). The self-profitable characteristics include unconditional and direct benefit for oneself and are termed agentic traits. Other people may benefit from such characteristics, which depend upon the intentions of the agentic individual (Abele & Bruckmüller, 2012). However, other people's attributes are directly and unconditionally beneficial or otherwise for others. These traits may benefit the trait possessor, but it depends highly upon his/her objectives and intentions.

Taking the external observer perspective, it is the knowledge of whether to approach or avoid the target before actually interpreting the target's behavior (Abele & Bruckmüller, 2011; Fiske, Cuddy, & Glick, 2007; Peeters & Czapinski, 1990). Communal traits are considered important because they focus on establishing and maintaining beneficial relationships with others. Whereas agentic traits are attuned to achieving goals and thus are more significant in self-perspective.

Research has indicated group stereotyping and gender stereotyping. Groups are labeled as warm or cold by perceiver in comparison with another group. For instance, a group of males may be stereotyped as competent vs. non-competent, which are agentic traits due to the hierarchical position, meaning that one pursues his own interests, whereas the females are stereotyped with communality and look after others' interests (Conway, Pizzamiglio, & Mount, 1996).

There is empirical evidence that indicates gender stereotyping dominates in work as well as non-work settings (Heilman, 2001). It has been investigated that the majority of women in managerial positions are more communal and less agentic as compared to men (Heilman, Block, & Martell, 1995). However, contrary results also exist. The difference in trait characterization is found in the case of successful female managers. However, the presence of women in workplaces need not preclude the existence of gender stereotyping.

Research shows that gender stereotypes include descriptive and prescriptive traits. Gender stereotypes describe how both genders actually are while also indicating the behavior expected from them in various contexts (Burgess & Borgida, 1999; Eagly, 1987; Terborg, 1977). In military, political and organizational settings, leadership is associated with males. Although women have gained key positions in middle management positions, they rarely reach top management positions (Heilman, 2001). The concept of the "glass ceiling" explains this

phenomenon where a barrier of prejudice and discrimination prevents women from assuming top positions in organizations (Morrison, White, & Van Velsor, 1987).

The concept of the glass ceiling became famous because few women get access to elite management positions despite notions of provision of equality. This lack of access is also described as a "pipeline problem," which means the lack of women with the qualifications required for high management positions (Greenhaus & Parasuraman, 1993). Reasons include responsibilities of the family, inherited traits and motivational level, which are required to reach the top management position (Heilman, 2001). Prejudices arise due to incongruity between the personal traits and social or role behavior required for a position (Heilman, 2001).

Rudman and Glick (1999; 2001) described that prescriptive stereotyping of women as being nice is part of women's nature, and if women display agentic traits, that may violate the stereotype. Hence, the feminized job description violates the stereotype against female applicants, which has an impact on hiring decisions (Melanie, Steffens, & Irena, 2009). Further, Rudman and Glick (1999; 2001) also noted that traditional job description has no effect on hiring. The empirical evidence of this concept is known as the backlash effect.

3. RESEARCH DESIGN

This study examines the variables from a modernist perspective and emphasizes the deductive approach and quantitative methods to inquire into the research problem and comprehend the phenomenon (Morgan, 2007). The research employed a survey design in a cross-sectional setting to identify the level of agency and communality in gender, various employment statuses and hierarchical levels. This approach was appropriate to inquire about the agency and communality related to the three variables.

3.1. Methodology

The quantitative data and results from the survey were gathered by a self-administered questionnaire of 786 respondents from various educational organizations that fall in the service sector of Lahore, Pakistan. The research questions/ items focused on how selected variables (gender, various employment statuses and hierarchical levels) served in explaining the level of agency and communality. The respondents were divided into two groups comprising males and females with further bifurcation into three employment statuses (unemployed, employed and self-employed) and three levels of hierarchy (lower, middle and upper).

3.2. Quantitative Variables: There are two types of variables in the study;

Independent Variables:

- i. Gender, ii) Employment Status, iii) Hierarchical level.

Dependent Variables:

- i. Agency (level), ii) Communality (level).

3.3. Research Model: The following model can be developed for the current study.

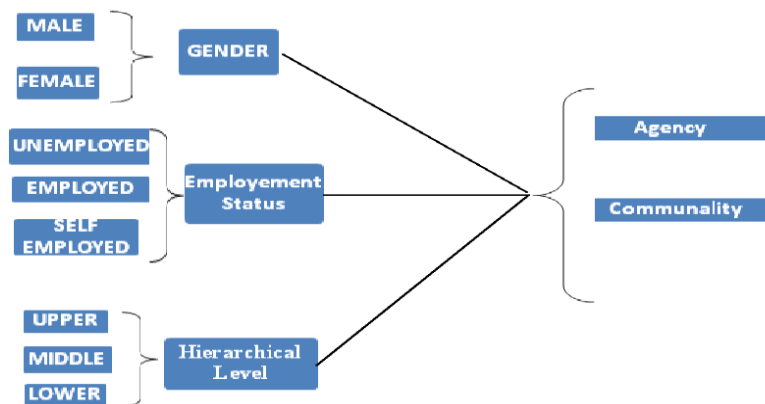


Figure 1 Model of Behavioral Traits in Higher Education Industry

3.4. Population and Sampling

The target population was the employed, self-employed and unemployed males and females at three hierarchical levels in the service sector of Lahore, Pakistan, for the study. The sample acquired for the quantitative study was representative. A probability sampling technique was employed for the quantitative study. They are as follows: the sample of 786 males and females with further bifurcation into three employment statuses (unemployed, employed and self-employed) and three levels of hierarchy (lower, middle and upper) was randomly chosen for the quantitative part of the study.

3.5. Type of Data, Unit of Analysis and Research Instruments

The primary data was collected for the research through the survey. The unit of analysis in the research was the individuals, i.e., male, female, employed, self-employed, unemployed, low-middle-high level job incumbents. The instrument used was a questionnaire.

3.6. Questionnaire

The quantitative section employed the questionnaire to be filled by the respondents. The questionnaire comprised two sections; one was demographic, and the other was subjective part. These were delivered to the respondents through the HR department of the organizations. In the case of unemployed individuals, the individuals were located through the HR department's pool of resumes of the potential candidates, who were emailed the questionnaires to collect their responses. In both the techniques used balance and impartiality were achieved as the questionnaires were sent indirectly. The validity and reliability were not a problem as the instrument used was authentic and well-established.

3.7. Data Collection and Analysis Procedure

In the quantitative sections of the study, the emails/ letters of consent were sent and signed prior to the administration of the questionnaire. This process was conducted by a team of researchers and helpers in person. The quantitative data was obtained by delivering the questionnaire to the respondents' site, and they were collected back after three days in order to maintain impartiality and give sufficient time to the respondents. In some cases, they were emailed, but in both procedures, the respondents were contacted indirectly, i.e., the researcher did not face them one-on-one.

3.8. Data Analysis Tool: The data collected was entered into and analyzed with the help of SPSS (Version 21) to extract results and findings, which were later interpreted to develop conclusions. Mann-Whitney U Test/Chi-Square (cross-tabulation) was used to compare means of gender and the level of agency and communality. Spearman Rho/cross-tabulation and chi-square were used to find the relation of the (level of) agency and communality and various employment statuses/ hierarchical levels.

3.9. Research Ethics: The participants' security was ensured. The anonymity and confidentiality of the information they provided were maintained. The participants were informed about the research objectives, aims and process. Only safe procedures were used.

4. RESULTS

The analysis demonstrates the phenomenon of interest from the quantitative perspective. The current data was negatively skewed (0.087) as the scores were clustered at the high end (right-

hand side of a graph) as opposed to the positive skewness, where values cluster to the left at the low values. Positive kurtosis (0.174) values indicate that the distribution is rather peaked (clustered in the center), with long, thin tails. Kurtosis values below 0 indicate a distribution that is relatively flat.

Table 1 *Descriptives: Kurtosis and Skewness*

		Statistic	Std. Error
Agency	Skewness	-.765	.087
	Kurtosis	.757	.174
Communality	Skewness	-.928	.087
	Kurtosis	1.266	.174

For agency and communality, the significance value can be seen in Table 2 given below, displaying the significance values of Kolmogorov and Shapiro Wilk, which are 0.000. These tests assess the normality of the distribution of scores. A non-significant result (Sig value of more than 0.05) indicates normality. Since it is less than 0.05, it can be said that the data is not normal (This is true for all the items tested individually).

Table 2 *Tests of Normality*

		Kolmogorov-Smirnov ^a	Shapiro-Wilk	Demographic Descriptives; Table of Age
		Sig.	Sig.	
Table 3 Variable: Frequency	Agency	.000	.000	
	Communality	.000	.000	

Category	Classification (Age Brackets)	Frequency (In numbers)	Percentage%
Age	20-30 years	498	63.4
	31-40 years	178	22.6
	41-50 years	73	9.3
	51-60 years	37	4.7

Table 3 above represents data that is gathered through a questionnaire survey from 786 participants. Among them, 50.3% are males, and females are 49.7%.

Table 4 *Demographic Variable: Descriptives; Frequency Table of Gender*

Category	Classification (Gender)	Frequency (In numbers)	Percentage%
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Gender	Male	395	50.3
	Female	391	49.7

Table 4 shows that the majority of respondents fall in the age bracket of 20 -30, which is 63.4%, which reflects the reality that most of the youth pursue service sector jobs as compared to just 4.7% who are between 51-60 years of age when people retire.

Table 5 Demographic Variable: *Descriptives; Frequency Table of Education*

Category	Classification (Seven Categories)	Frequency (In numbers)	Percentage%
Education	Below Matriculation	7	.9
	Matriculation	9	1.1
	Intermediate	28	3.6
	Graduation	249	31.7
	Masters	384	48.9
	M.Phil.	83	10.6
	PhD	26	3.2

Table 5 shows that respondents under matriculation are at the minimum end of 0.9%, whereas a majority of 48.9% have master qualifications.

Table 6 Demographic Variable: *Descriptives; Frequency Table of Marital Status*

Category	Classification (Four Categories)	Frequency (In numbers)	Percentage%
Marital Status	Single	430	54.7
	Married	352	44.8
	Divorced	2	.1
	Widow	2	.1

Table 6 shows that the unmarried or single category is 54.7%, though divorced and widowed were only 0.1%.

Table 7 *Descriptives; Frequency Table of Employment Status*

Category	Classification (Four Categories)	Frequency (In numbers)	Percentage%
Employment Status	Employed	388	49.4
	Unemployed	368	46.8
	Self-employed	30	3.8

Table 7 shows that employed are 49.4% and self-employed are at the low-end value of 3.8%.

Table 8 *Descriptives; Frequency Table of Hierarchical Status*

Category	Classification (Four Categories)	Frequency (In numbers)	Percentage%
Designation	Lower Management	109	13.9

	Middle Management	233	29.6
	Upper Management	66	8.3
	Not Applicable	378	48.1

Table 8 shows that as far as the upper management level is concerned, only 8.3% belonged to this category, and a maximum of 29.6% of respondents were middle-level management.

4.1. Non-Parametric Tests and Assumptions

These tests used in this study do not have the stringent requirements of parametric data/tests. They do not make assumptions about the underlying population distribution (which is why they are sometimes referred to as distribution-free tests). Non-parametric techniques are ideal for use when the data is measured on nominal (categorical) and ordinal (ranked) scales. They are also useful when the data does not meet the assumptions of the parametric techniques, e.g., random samples and independent observations. Each person or case can be counted only once; they cannot appear in more than one category or group, and usually, the data from one subject cannot influence the data from another.

4.2. Exploring Differences/Relations Between Groups

One of the variables is categorical in nature, whereas the other variables (agency, communality) are continuous. To determine the relationship/difference at each of their three levels (low, medium, high), the continuous variable can be collapsed into a categorical variable by visual binning. A chi-square test (cross-tabulation) for independent groups is then conducted to see the relationship/difference and their effect size (Cramer's V). The chi-square test for independence is used to determine whether *two* categorical variables are differentiated or related. It compares the frequency of cases found in the various categories of one variable across the different categories of another variable. It is used for research questions like: What is the difference/ relationship between gender and dropout rates? It has one categorical independent variable (e.g., sex: males/females), one categorical dependent variable (e.g., dropouts; Yes/No/ others), and one is interested in the *number* of people in each category (not scores on a scale). It is not used when there is no categorical dependent variable but a continuous one. Our target is not to see a number of people but the presence of differences in traits of agency and communality between genders. There is a procedure to convert the continuous in a categorical variable (to study levels), and thus, chi-square can also be used for the purpose of comprehension.

Ho 1: There is no difference between men and women in (the level of) agency.

H1: There is a difference between men and women in (the level of) agency.

Table 9 Cross Tabulation: Relation of Gender and level of agency

			Level of agency (Binned)			Total
			<= 74.00 (low)	75.00-86.00 (medium)	87.00+ (high)	<= 74.00
Gender	Male	Count	103	135	157	395
		Expected Count	134.7	133.2	127.1	395.0
		% within Gender	26.1%	34.2%	39.7%	100.0%
		% within the agency (Binned)	38.4%	50.9%	62.1%	50.3%
	Female	Count	165	130	96	391
		Expected Count	133.3	131.8	125.9	391.0
		% within Gender	42.2%	33.2%	24.6%	100.0%
		% within the agency (Binned)	61.6%	49.1%	37.9%	49.7%
Total		Count	268	265	253	786
		Expected Count	268.0	265.0	253.0	786.0
		% within Gender	34.1%	33.7%	32.2%	100.0%
		% within the agency (Binned)	100.0%	100.0%	100.0%	100.0%

Setting a level of risk that is associated with the null hypothesis (or the level of Type I error, i.e., is 0.05)

Table 10 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.126(a)	2	.000

0 cells (.0%) have an expected count of less than 5. The minimum expected count is 125.86.

Table 10 presents the Pearson Chi-square sig. Value, i.e., 0.000. As it is less than 0.05, so there is a significant difference (relationship) between the level of agency and gender. The null hypothesis is rejected, and the alternate hypothesis is accepted.

Table 11 Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.192	.000
	Cramer's V	.192	.000

The above table shows Phi and Cramer's V. Both are the tests of the strength of (difference) association. Since the coefficient value ($V = 0.19$) is not close to 1, the relationship is not very strong but a significant one (0.000)

- *Ho2: There is no difference between men and women in (the level of) commonality.*
- *H2: There is a difference between men and women in (the level of) commonality.*

Table 12 Cross Tabulation: Relation of Gender and Level of Commonality

			Level of Commonality (Binned)			Total
			<=			
			83.00	84.00 - 93.00	94.00+	<= 83.00
Gender	Male	Count	130	143	122	395
		Expected Count	135.2	134.2	125.6	395.0
		% within Gender	32.9%	36.2%	30.9%	100.0%
		% within commonality (Binned)	48.3%	53.6%	48.8%	50.3%
	Female	Count	139	124	128	391
		Expected Count	133.8	132.8	124.4	391.0
		% within Gender	35.5%	31.7%	32.7%	100.0%
		% within commonality (Binned)	51.7%	46.4%	51.2%	49.7%
Total		Count	269	267	250	786
		Expected Count	269.0	267.0	250.0	786.0
		% within Gender	34.2%	34.0%	31.8%	100.0%
		% within commonality (Binned)	100.0%	100.0%	100.0%	100.0%

Table 13 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.777(a)	2	.411

0 cells (.0%) have an expected count of less than 5. The minimum expected count is 124.36.

The table presents the Pearson Chi-square sig. Value, i.e., 0.41. As it is greater than 0.05, there is no significant difference (relationship) between the level of commonality and gender. The null hypothesis is accepted, and the alternate hypothesis is rejected.

4.3. Results of the Whitney test

It is used when there is one categorical independent variable with only *two* groups (e.g., gender: males/females, *as in our case*) and one continuous dependent variable (e.g., optimism score, *agency/commonality if taken as continuous*) or respondents can belong to only *one* group. For example: Is there a difference between males and females in optimism? The data must have a normal distribution (parametric data) for the t-test, so it is not used in this study since the data is non-parametric (not normally distributed). The alternative of the t-test, i.e., the Mann-Whitney Test, is used. It works better when the comparison between two sub-groups is made, particularly

when the instrument contains continuous measures. For example, the comparison of gender differences in self-esteem? This non-probability test serves as the best alternative to t-tests wherein, beyond considering the average of two groups, it makes comparisons based on median value. The details of the Mann-Whitney U test are covered in Table 14.

Table 14 Mann Whitney U Test (Ranks) for Agency and Communality; Test Statistics

	Gender	N	Mean Rank	Mann-Whitney U	Wilcoxon W	Asymp. Sig.(2tailed)
Agency	Male	395	437.60	59803.500	136439.500	.000
	Female	391	348.95			
Communality	Male	395	390.61	76082.000	154292.000	.720
	Female	391	396.42			
Total		786				

Table no 14 exhibits that the mean rank of agency in females is 348.95, and in males, it is 437.60. It also displays the mean rank of commonality in 391 females is 396.42, whereas, in 395 males, it is 390.61.

It also shows that since the significance value (2-tailed) for the agency in males and females is 0.000, which is less than $p = 0.05$, it can be concluded that there is a significant difference between males and females as far as the agency is concerned. So, the null hypothesis is rejected, and the alternate hypothesis is accepted. Also, it can be said that there is no significant difference between males and females as far as communality is concerned since the sig. The value (2-tailed) of 0.720 is higher than the p-value of 0.05. So, the null hypothesis is accepted.

The conclusion, based on the results of the Chi-Square or Mann-Whitney U Test ($p = 0.05$), can be drawn that rejects the null hypothesis (claiming that there is no difference between men and women in the level of agency). Thus, there is a difference between men and women in the level of agency. The conclusion, on the basis of the results of the Chi-Square or Mann-Whitney U Test ($p = 0.05$), is that the null hypothesis can't be rejected. Therefore, it can be said that there was no significant difference between males and females in the level of communality.

H3: There is a relation/ association among three employment statuses in the level of agency.

Table 15 exhibits the employed respondents having a high level of agency 54.9% and self-employed respondents with the lowest only 2.6%. It also displays that employed respondents have 49.4% of the agentic characteristics, unemployed with 46.8% and self-employed with 3.8% of the agency.

Table 15 Cross Tabulation: Relationship between Employment Status and Levels of Agency

			Level of agency (Binned)			Total
			Low	Medium	High	
Employment Status	Employed	Count	120	129	139	388
		Expected Count	132.3	130.8	124.9	388.0
		% within Employment Status	30.9%	33.2%	35.8%	100.0%
		% within Levels of Agency (Binned)	44.8%	48.7%	54.9%	49.4%
	Unemployed	Count	141	126	101	368
		Expected Count	125.5	124.1	118.5	368.0
		% within Employment Status	38.3%	34.2%	27.4%	100.0%
		% within Levels of Agency (Binned))	52.6%	47.5%	39.9%	46.8%
	Self-employed	Count	7	10	13	30
		Expected Count	10.2	10.1	9.7	30.0
		% within Employment Status	23.3%	33.3%	43.3%	100.0%
		% within Levels of Agency (Binned)	2.6%	3.8%	5.1%	3.8%
Total		Count	268	265	253	786
		Expected Count	268.0	265.0	253.0	786.0
		% within Employment Status	34.1%	33.7%	32.2%	100.0%
		% within Levels of Agency (Binned)	100.0%	100.0%	100.0%	100.0%

Table 16 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.462(a)	4	.051

0 cells (.0%) have an expected count of less than 5. The minimum expected count is 9.66.

The table presents the Pearson Chi-square sig. Value, i.e., 0.05. As it is equal to the p-value 0.05, there is no significant relationship/ association between the level of agency and employment status. The null hypothesis is accepted, and the alternate hypothesis is rejected.

Table 17 Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.110	.051
	Cramer's V	.078	.051

The above table shows Phi and Cramer's V. Both are the tests of the strength of (difference) relationship/ association. Since the coefficient value ($V = 0.07$) is not close to 1, the relationship is not highly strong but an insignificant one (0.05)

H4: There is a relation/ association among three employment statuses in the level of commonality.

Table 18 Cross Tabulation: Relationship between ES and Levels of Commuality

			Level of Commuality (Binned)			Total
			Low	Medium	High	
Employment Status	Employed	Count	142	125	121	388
		Expected Count	132.8	131.8	123.4	388.0
		% within Employment Status	36.6%	32.2%	31.2%	100.0%
		% within Level of Commuality (Binned)	52.8%	46.8%	48.4%	49.4%
	Unemployed	Count	114	130	124	368
		Expected Count	125.9	125.0	117.0	368.0
		% within Employment Status	31.0%	35.3%	33.7%	100.0%
		% within Level of Commuality (Binned)	42.4%	48.7%	49.6%	46.8%
	Self-employed	Count	13	12	5	30
		Expected Count	10.3	10.2	9.5	30.0
		% within Employment Status	43.3%	40.0%	16.7%	100.0%
		% within Level of Commuality (Binned)	4.8%	4.5%	2.0%	3.8%
Total		Count	269	267	250	786
		Expected Count	269.0	267.0	250.0	786.0
		% within Employment Status	34.2%	34.0%	31.8%	100.0%
		% within Level of Commuality (Binned)	100.0%	100.0%	100.0%	100.0%

Table 18 exhibits that the employed respondents having a high level of commonality are 52.8%, and self-employed respondents have the lowest figure with only 2.0%. It also displays that 49.4% of the employed respondents have communal characteristics, with 46.8% unemployed and 3.8 % self-employed.

Table 19 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.993(a)	4	.200

0 cells (.0%) have an expected count of less than 5. The minimum expected count is 9.54.

Table 19 presents the Pearson Chi-square sig. Value, i.e., 0.20. As it is greater than 0.05, there is no significant relationship/ association between the level of commonality and employment status. The null hypothesis is accepted, and the alternate hypothesis is rejected.

The assumptions for the use of Correlation/ Spearman Rho are one or two continuous variables (e.g., age, optimism scores, employment, hierarchy, agency, communality) and normality of distribution, and Correlation describes the relationship between two continuous variables (also, in terms of both the strength of the relationship and the direction). It can also be used if there is one continuous variable (e.g., scores on a measure of self-esteem) and one categorical variable (e.g., sex: M/F/Others). *Example of research question:* Is there a relationship between age and optimism scores? Pearson product-moment coefficient is designed for interval level (continuous) variables, whereas Spearman's Rank Order Correlation (rho) is used to calculate the relationship between two variables. It is designed for use with scale, ordinal level or ranked data, and non-parametric data.

Ho 3: There is no relation/ association between the three employment statuses and (the level of) agency.

H3: There is a relation/ association among three employment statuses and (the level of) agency.

Ho 4: There is no relation/ association between the three employment statuses and (the level of) communality.

H4: There is a relation/ association between three employment statuses and (the level of) communality.

Table 20 Spearman's Ranked Order Correlation (rho) between Employment Status Agency

			Agency	Communality
Spearman's rho	Communality	Correlation Coefficient	.259**	
		Sig. (2-tailed)	.000	
	Employment Status	Correlation Coefficient	-.063	.020
		Sig. (2-tailed)	.079	.576

Correlation is significant at the 0.01 level (2-tailed).

At $\alpha = 0.05/ 0.01$ level of significance, there is evidence to conclude that there is no relation between agency and employment (here, sig. value is 0.07). So, the null hypothesis is accepted. (There is no relation between communality and employment. Here, sig. Value is 0.57. So, the null hypothesis is accepted). An interesting finding is communality and agency are related at a sig. Value of 0.000. However, the relationship is a weak one.

Ho 5: There is no relation/ association between the three hierarchical positions and (the level of) agency.

Ho 6: There is no relation/ association between the three hierarchical positions and (the level of commonality).

Table 21 Spearman's Ranked Order Correlation (ρ) between Hierarchical Status Agency

			Agency	Communality
Spearman Rho	Hierarchical Status	Correlation Coefficient	-.067	-.005
		Sig. (2-tailed)	.062	.898

Correlation is significant at the 0.01 level (2-tailed).

At $\alpha = 0.05$ level of significance, it can be said that there is no relation between agency and hierarchical levels. Here, sig. The value is 0.06. So, the null hypothesis is accepted. There is no relation between commonality and hierarchical levels since sig. Value is 0.89. So, the null hypothesis is accepted.

H5: There is a relation/ association between the three hierarchical positions and the level of agency.

Table 22 Cross-Tabulation Relationship between Hierarchical Status and Levels of Agency

			Level of Agency (Binned)			Total
			<= 74.00	75.00-86.00	87.00+	<= 74.00
Designation/Position/Grade	Lower Management	Count	39	29	41	109
		Expected Count	37.2	36.7	35.1	109.0
		% within Designation/Position/Grade	35.8%	26.6%	37.6%	100.0%
		% within Agency (Binned)	14.6%	10.9%	16.2%	13.9%
	Middle Management	Count	71	89	73	233
		Expected Count	79.4	78.6	75.0	233.0
		% within Designation/Position/Grade	30.5%	38.2%	31.3%	100.0%
		% within Agency (Binned)	26.5%	33.6%	28.9%	29.6%
	Upper Management	Count	15	17	33	66
		Expected Count	22.2	21.9	20.9	65.0
		% within Designation/Position/Grade	23.1%	26.2%	50.8%	100.0%
		% within Agency (Binned)	5.6%	6.4%	13.0%	8.3%
	Not	Count	143	129	106	378

	Applicable					
		Expected Count	128.9	127.4	121.7	378.0
		% within Designation/Position/Grade	37.8%	34.1%	28.0%	100.0%
		% within Agency (Binned)	53.4%	48.7%	41.9%	48.1%
Total		Count	268	265	253	786
		Expected Count	268.0	265.0	253.0	786.0
		% within Designation/Position/Grade	34.1%	33.7%	32.2%	100.0%
		% within agentic_T (Binned)	100.0%	100.0%	100.0%	100.0%

Table 22 presents that the respondents at the middle management level having a high level of agency are 33.6%, and respondents occupying high management slots have the lowest with only 5.6%. It also exhibits that 13.9% of the respondents in lower management have agentic characteristics, with 29.6% in the middle and 8.3% in high-level management positions.

Table 23 *Chi-Square Tests*

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.000(a)	8	.007

Three cells (20.0%) have an expected count of less than 5. The minimum expected count is .32.

Table 23 presents the Pearson Chi-square Sig. Value, i.e., 0.00. As it is less than 0.05, there is a significant relationship/ association between the level of agency and hierarchical status. The null hypothesis is rejected, and the alternate hypothesis is accepted.

Table 24 *Symmetric Measures*

		Value	Approx. Sig.
Nominal by Nominal	Phi	.163	.007
	Cramer's V	.116	.007

The above table shows Phi and Cramer's V. Both are the tests of the strength of (difference) relationship/ association. Since the coefficient value ($V = 0.11$) is not close to 1, the relationship is not highly strong, but it is significant, though not high (0.007).

H6: There is a relation/association among three hierarchical positions and levels of commonality.

Table 25 *Cross Tabulation of HS and Level of Communalities*

			Level of Communalities (Binned)			Total
			<= 83.00	84.00 - 93.00	94.00+	<= 83.00
Designation/P	Lower Management	Count	31	33	45	109

osition/Grade						
		Expected Count	37.3	37.0	34.7	109.0
		% within Designation/Position/Grade	28.4%	30.3%	41.3%	100.0%
		% within Communality (Binned)	11.5%	12.4%	18.0%	13.9%
	Middle Management	Count	89	75	69	233
		Expected Count	79.7	79.1	74.1	233.0
		% within Designation/Position/Grade	38.2%	32.2%	29.6%	100.0%
		% within Communality (Binned)	33.1%	28.1%	27.6%	29.6%
	Upper Management	Count	28	22	15	66
		Expected Count	22.2	22.1	20.7	65.0
		% within Designation/Position/Grade	43.1%	33.8%	23.1%	100.0%
		% within Communality (Binned)	10.4%	8.2%	6.0%	8.3%
	Not Applicable	Count	121	136	121	378
		Expected Count	129.4	128.4	120.2	378.0
		% within Designation/Position/Grade	32.0%	36.0%	32.0%	100.0%
		% within Communality (Binned)	45.0%	50.9%	48.4%	48.1%
Total		Count	269	267	250	786
		Expected Count	269.0	267.0	250.0	786.0
		% within Designation/Position/Grade	34.2%	34.0%	31.8%	100.0%
		% within Commul_T (Binned)	100.0%	100.0%	100.0%	100.0%

Table 25 presents that the respondents at the middle management level have a high level of communication, i.e., 33.1%, and respondents occupying high management slots have the lowest, with only 6.0%. It also displays that 29.6% of the respondents in middle management have communal characteristics, with 13.9% at lower and 8.3% at high-level management positions.

Table 26 *Chi-Square Tests*

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.212(a)	8	.142

Three cells (20.0%) have an expected count of less than 5. The minimum expected count is .32.

Table 26 presents the Pearson Chi-square Sig. Value, i.e., 0.14. As it is greater than 0.05, there is no significant relationship/ association between the level of commonality and hierarchical status. The null hypothesis is accepted, and the alternate hypothesis is rejected.

Table 27 *Reliability Statistics*

Cronbach's Alpha	N of Items
.859	24

The reliability co-efficient 0.85, determined through Cronbach Alpha, is found to be high.

5. DISCUSSION ON QUANTITATIVE RESULTS

This study was an attempt to investigate the agentic and communal traits in men and women at various employment statuses and hierarchical levels. The quantitative data established that there was a difference/ relation between agencies with relevance to gender and hierarchy but not employment status. However, results did not establish any significant differences/relation between gender, employment, and hierarchical levels with reference to commonality. The level of confidence, generalizability, objectivity and reliability of quantitative results is high as there is a large sample of 786 participants. An internationally tested instrument is used to ensure validity (construct, content, and face validity).

Finally, the findings are highly significant in understanding the research problem and objectives. The issue that women in line with their perspective gender norms tend to display more communal traits in contrast to the display of agentic traits by their male colleagues and reinforce the stereotypical beliefs about their lack of eligibility for employment or leadership positions is resolved, and it can be concluded that for employment or hierarchical position, there is required and displayed a combination of agentic and communal traits irrespective of gender. Though, in one or two places, males seem to be a more agentic bot, both males and females exhibit agency or communality depending on the context, job or organizational demands, professional roles, and cultural or socialization influences, which does not reduce their competence or eligibility for employment or leadership position. This is somewhat, not completely, in alignment with the quantitative finding that there is a difference in agency and gender, but no difference is found between men and women with regard to commonality.

The collectivism in Hofstede's model is found in Pakistan's context, and both genders believe in cooperation and collective problem-solving, and it is also in alignment with Pakistan's culture. The quantitative results express the relation of hierarchy and agency through power/ politics/ leadership. Discussions and participation occur, but there is also a certain level of centralized decision-making when a participant talks about the existence of procedures for decision-making and hiring. Masculine orientation of culture exists with respect to aggressive competition and exhibition of competence, though communal (feminine) aspects are also found in helping and counseling others (*mentoring*).

The comparison with existing literature is interesting when variability is seen. The phenomenon of the glass ceiling (Morrison, 1987) seems to be reducing (non-existing) as quantitative results confirm that there is no relation between agency or communality and employment status. Similarly, the Role incongruity theory (Heilman, 2001), which talks about the differences in characteristics possessed and expected at the leadership position, may be true, but the results highlight that both genders are equally competent (quantitative findings find the relation of agency with hierarchy but not communality. Also, results exhibit both agency and commonality in people holding high positions) in the professional roles, though demands of cultural characteristics and socialization perspectives may be different.

The concept of prejudice towards potential candidates at the time of selection or promotion based on 'descriptive norms' (Eagly & Karau, 2002; Newport, 2001) seems to be reduced when two respondents indicate that even women are now getting employment chances and they are even becoming chairpersons when compared to men. Similar was the quantitative result that found no relation between agency (communality) and employment status. The quantitative result finds the relation between hierarchy and agency but not with commonality. On the other hand, both genders are found being employed or moving up the hierarchy, in a few cases with or without violating 'prescriptive norms,' depending on the role being performed (theory of ambiguity of role or norms).

The research hypotheses or objectives are adequately answered. The first objective (hypotheses) relating to the level of agency/ communality in men and women is discussed now. There are many similar communal traits in men and women, i.e., cooperation, problem-solving harmony etc. There are agentic traits found in both men and women, though little variations are seen. Men sit for longer hours in the office than females to refer to their hard work. This clearly indicates a

difference between gender and agency.

The second objective (hypotheses) relating to the level of agency and employment status pertains to the claim that both agentic and communal traits are found in both men and women at their employment status. The quantitative results for communality are also similar, meaning that there is no (gender-related) association between communality and employment, i.e., people of both genders exhibiting any or both (communal or agentic) traits can be employed}.

The third objective (hypotheses) is related to agency and hierarchical level. Both agentic and communal traits are found in men and women at higher hierarchical levels. So, it can't be concluded that agency has an association with hierarchy since commonality is equally prevalent in people of both genders. The quantitative result also shows that there is an association between agency and hierarchical status. {An interesting finding is observed if one goes beyond the immediate objective. The quantitative results for communality are also similar, meaning that there is no (gender-related) association between communality and hierarchy, i.e., people of both genders exhibiting any or both (communal or agentic) traits can rise in the hierarchy}.

5.1. Theoretical Contributions

This study contributes to the theoretical base. This research expands the theory of gender and their professional traits, roles, and behaviors. Also, the research generates better insight into agency and communality in the educational/service sector. The research refines the philosophical assumptions pertaining to levels of employment, hierarchy, agency, and commonality.

5.2. Practical Contributions

This study contributes to policy/management practices by comprehending the agency and communality in genders, employment statuses and hierarchical levels, which can shape human resource and organizational strategies. It can help regulate the performance measurements, rewards and compensations according to the behavior, display and roles while also facilitating future research.

5.3. Global Context

This phenomenon is the focus of attention in various states where studies on men and women, such as Whites and Blacks etc., are conducted. Further, the focus has increased on the use of best practices and traits to ensure success in the professional field in an era renowned for competition and globalization (Eagly, 2011; Linda, 2001).

6. CONCLUSION

This research study focused on men and women who are tagged with qualities associated with gender and thus face differential treatments at the time of employment and promotion. The study investigated that gender may or may not display communal/ agentic traits according to gender norms. Thus, it can be concluded from a quantitative investigation that there are significant differences in gender with reference to the agency but not commonality. There is no variation in employment statuses with reference to agency or commonality. However, there is an association between hierarchical levels with reference to the agency but not commonality. There are references to some gender similarities and dissimilarities with respect to agency and commonality. The employment opportunities are increasing for females, which were once confined to men, thus reinforcing that the agency and commonality divide is blurring. The findings indicate that leadership skills and agentic or communal traits get polished with learning and experience as one starts from a low level and rises to the top in the hierarchy. Both agency and commonality are expressed by both genders, with few exceptions.

This study is multi-dimensional in some respects; the results pave ways to highlight the concept and reliability and strengthen internal and external validity due to randomized sampling and stable and tested instruments. This study leads to the comprehension of the concept of how agency and commonality are found in the gender, employment status and hierarchical levels as a management, leadership, psychological and social phenomenon. This study is based on a local city. The measurement scale consists of agentic and communal traits and can include perceived femininity and masculinity or other gender stereotypes. The study can have cross-border implications, which can trigger scholarly research in other sectors ranging from manufacturing to technology as well as public or private sectors. Various management domains, e.g., audit, finance, human resource, or marketing etc., with dynamic socio-economic and political contexts, can be taken up for further investigation. Research on professional values and practices associated with the agency and communal preferences can be insightful in a wide range of occupations, ages and experiences. Future research can employ other research designs and sophisticated measures to examine implicit or explicit associations of the variables studied. Eastern, Asian, and Western countries and comparative studies can address agency and commonality in various cultures and contexts, which can lead to better HR policy, evaluation and monitoring, thereby mitigating discriminatory practices. Inter-sectionality can be studied in relation to employee-leader relationships, including sexual/ racial orientation or ethnicity. The

study presents a way forward for strategic/visionary insights in organizational context, formal and informal networks, education, and training.

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