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# Analysis of Socio-Cultural Factors Influencing the Acceptance of Women as Business Executives

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**Abstract**

This study aims to analyze the influence of gender role perceptions and socio-cultural factors on the acceptance of women as business executives, as well as to determine the direction of the influence of traditional gender views on perceptions of women's business leadership. This study employed a quantitative research design using secondary data from the World Values Survey (WVS) Wave 7 to examine the influence of gender role perceptions and socio-cultural factors on the acceptance of women as business executives in Indonesia, based on responses from eligible Indonesian participants selected through purposive sampling. The data were analyzed using a Probit Regression Model in SPSS, with statistical significance evaluated through t-tests (z-statistics) and the Likelihood Ratio (LR) test at the 5% significance level to assess the effects of socio-cultural and demographic variables on public acceptance of female business leaders. Based on the findings, this study concludes that socio-cultural factors and demographic characteristics significantly influence the acceptance of women as business executives in Indonesia. Gender equality in higher education, positive perceptions of women's employment rights, and higher educational attainment were found to increase support for female business leadership, while male respondents were less likely to accept women in executive positions. Overall, the findings indicate that educational equality and progressive views on women's economic participation are more influential than traditional gender norms in shaping public acceptance of female business leaders.

**Keywords** Women business executives; Gender role perceptions; Socio-cultural factors; Gender equality; Business leadership; Indonesia.



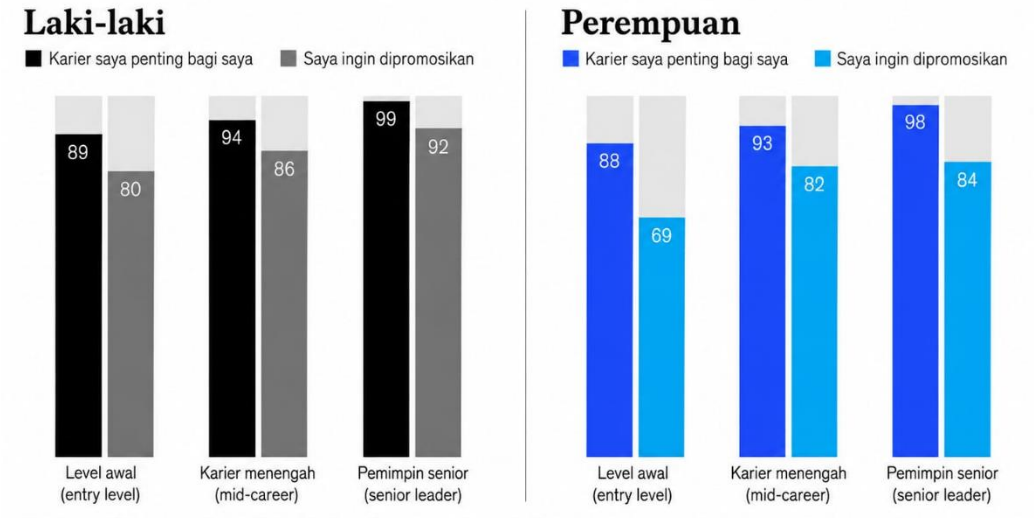
## INTRODUCTION

Leadership Effective and efficient leadership is a fundamental foundation for the success of any economic system and organizational effectiveness in the era of globalization full of uncertainty (Kong et al., 2024). The role of business executives today has transformed not only as operational managers, but also as catalysts for innovation, resilience, and long-term organizational sustainability (Grant Thornton, 2025). The quality of leadership at the top level of a company significantly determines the ability of a business entity to face increasingly competitive and complex market dynamics (Tjahjana et al., 2024). Therefore, developing strategic leadership is a top priority for organizations seeking to maintain their competitive advantage amidst global change (Pfeiffer et al., 2025).

Awareness of the importance of gender diversity in the top management (C-suite) has increased significantly due to its proven positive impact on a company's financial performance (Tjahjana et al., 2024). Gender-balanced leadership teams are able to draw broader perspectives, generate more informative discussions, and improve the quality of strategic decision-making (Grant Thornton, 2025). Theoretically, an inclusive management cognitive structure influences how information is processed and how innovative decisions are made (Kong et al., 2024). Thus, integrating diversity into management structures has shifted from being merely a social justice issue to a strategic imperative for organizations (Mansour et al., 2024).

However, despite the widespread recognition of the benefits of diversity, women's representation in business leadership positions remains far from proportional (McKinsey, 2025). This imbalance in authority is reflected in the "drop to the top" phenomenon, which describes a drastic decline in women's representation as they move up the corporate ladder (World Economic Forum, 2024). Data shows that barriers to women's career paths to executive positions often begin early in their careers (Haegele, 2024). Without inclusive interventions, strategic positions within corporations will continue to be dominated by certain groups (Tjahjana et al., 2024).

**Diagram 1. Gender Representation by Corporate Position Level (2024/2025) Career importance and desire for promotion, by gender.**




Source: from McKinsey, 2025; WEF, 2024

This barrier to promotion at the entry level is often known as the "broken rung" phenomenon (Haegele, 2024). Based on diagram 1, McKinsey's Women in the Workplace 2025 data confirms this reality at the entry level, where although 88% of women consider careers important, only 69% have a desire for promotion (McKinsey, 2025). This significant gap with men's aspirations indicates a deterrent to aspirations that emerges from the first steps in the professional world (Haegele, 2024). This inequality is not solely caused by a lack of individual competence, but rather by sociocultural barriers embedded in society's cognitive structure (Field et al., 2026).

Based on Role Congruity Theory, society tends to construct ideal leadership qualities through agentic traits such as assertiveness and dominance, which are synonymous with masculinity (Galsanjigmed & Sekiguchi, 2026). Conversely, women are traditionally stereotyped as being associated with communal traits such as gentleness and empathy, which are considered incompatible with the demands of strategic authority roles (Dinafilah et al., 2025). This mismatch in perceptions has given rise to the "Think Manager, Think Male" paradigm, which automatically grants men leadership legitimacy, while women must continually prove their abilities (Latorre et al., 2025). Consequently, women who are assertive in the executive branch often face social sanctions for deviating from traditional feminine norms (Tragantzopoulou et al., 2025).

These socio-cultural barriers are exacerbated by the "male breadwinner" ideology, which positions men as the primary breadwinners (Field et al., 2026). The view that men have greater rights to employment when employment opportunities are limited reflects a social priority that places women's economic participation as secondary to the workforce (Najwah et al., 2022). Furthermore, the relegation of women to domestic roles, or the "invisible second shift," creates the perception that women have less professional capacity to meet the demands of rigid executive roles (Tragantzopoulou et al., 2025). This norm is often reinforced by conservative religious interpretations that establish the husband as the leader and primary economic provider in the household (Najwah et al., 2022).

Gender imbalance in households, particularly when wives earn more than their husbands, is often perceived as a threat to family harmony in Indonesia (Dinafilah et al., 2025). Data shows that approximately 80% of respondents still believe that husbands should be the primary breadwinners (Dinafilah et al., 2025). Because executive positions are synonymous with high financial compensation, societal distaste for wives who outearn their husbands indirectly undermines the legitimacy of women's authority in corporate management (Field et al., 2026). The internalization of these traditional norms often results in high-income women experiencing greater social pressure than men in comparable positions (Reisdorf et al., 2024).

In the context of this research, the use of a subset of Indonesian data from the World Values Survey (WVS) Wave 7 is highly relevant for capturing shifts in cultural values (World Values Survey Association, 2022). The WVS provides a comprehensive global database for capturing multiple dimensions of societal perceptions, from rights to work to roles within the family (World Values Survey Association, 2022). This data allows for an in-depth analysis of how macro-sociocultural values shape assessments of female executives in Indonesia (Chan & Di, 2024). Therefore, this study aims to empirically analyze the influence of these sociocultural factors on the level of acceptance or legitimacy of women as business executives. This study aims to analyze the influence of gender role perceptions and socio-cultural factors on the acceptance of women as business executives, as well as to determine the direction of the influence of traditional gender views on perceptions of women's business leadership.

## METHODS

This study employed a quantitative research approach using secondary data obtained from the World Values Survey (WVS) Wave 7 to investigate the influence of gender role perceptions on the acceptance of women as business executives in Indonesia. A quantitative design was selected because the research aimed to examine causal relationships among socio-cultural variables through statistical analysis. The study focused on identifying how traditional gender beliefs and demographic characteristics shape public acceptance of women in leadership positions within the business sector. The research utilized nationally representative survey data collected through standardized questionnaires, enabling objective measurement of respondents' attitudes toward gender equality and leadership.

The research object consisted of Indonesian respondents included in the World Values Survey (WVS) Wave 7 database. WVS is an internationally recognized survey program that collects information on people's values, beliefs, and social attitudes across numerous countries. For this study, only respondents from Indonesia who provided complete responses to all research variables were included in the analysis to ensure data completeness and reliability. The dataset contains extensive information regarding gender role attitudes, perceptions of female leadership, socioeconomic conditions, and demographic characteristics, making it an appropriate source for examining public acceptance of women as business executives.

The study relied exclusively on secondary quantitative data collected from the official World Values Survey database. The sampling procedure employed purposive sampling, whereby respondents were selected based on predetermined inclusion criteria. Eligible respondents were individuals residing in Indonesia who completed all questionnaire items related to gender perspectives, including perceptions of employment rights, educational opportunities, traditional gender roles, and attitudes toward women's income relative to their husbands. In addition, respondents were required to provide complete responses regarding their acceptance of women as business executives as well as demographic information, including gender, age, education, household income, and employment status. This selection process ensured that only valid and complete observations were included in the empirical analysis.

Data collection was conducted through systematic documentation procedures. The researcher accessed the official World Values Survey Association database, downloaded the Wave 7 dataset for Indonesia, identified questionnaire items corresponding to the research variables, and subsequently performed data cleaning, coding, and tabulation using SPSS software. The dependent variable in this study was the acceptance of women as business executives, which was measured as a binary (dummy) variable, where a value of 1 indicated acceptance and 0 indicated rejection. The independent variables included perceptions regarding men's priority in employment opportunities, gender bias in higher education, traditional gender role beliefs concerning working mothers, and resistance toward wives earning higher incomes than their husbands. Furthermore, demographic control variables comprising gender, age, education, household income, and employment status were incorporated into the model to minimize estimation bias and improve analytical accuracy.

The empirical analysis employed a Probit Regression Model, which is appropriate when the dependent variable is dichotomous. Unlike ordinary linear regression, the probit model estimates the probability that respondents accept women as business executives using the cumulative normal distribution function. The econometric model estimated the effects of socio-cultural variables and demographic controls on respondents' acceptance of female leadership through the following specification: $Y_i = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \beta_9X_9 + e$, where Y represents acceptance of women as business executives, X1–X4 represent gender-related socio-cultural attitudes, X5–X9 represent demographic control variables, β denotes the estimated coefficients, α is the intercept, and e is the error term. The estimation results indicate the probability that an individual supports women occupying top managerial positions based on their cognitive values and socio-demographic characteristics.

Statistical hypothesis testing was conducted using both partial and simultaneous significance tests. Individual parameter estimates were evaluated using the t-test (z-statistic) to determine whether each independent variable significantly influenced acceptance of women as business executives at the 5% significance level. Variables with probability values below 0.05 were considered statistically significant. In addition, the overall goodness-of-fit of the probit model was assessed using the Likelihood Ratio (LR) Statistic, which evaluates whether all explanatory variables jointly influence the dependent variable. A Prob > Chi-square value below 0.05 indicates that the model is statistically significant and provides an adequate explanation of the factors affecting public acceptance of women as business executives in Indonesia. This analytical framework enables the study to generate robust empirical evidence regarding the influence of traditional gender role perceptions and socio-cultural factors on attitudes toward women's leadership in the business sector.

## FINDINGS AND DISCUSSION

### Dependent Variable: Acceptance of Women as Business Executives (Y)

The dependent variable in this study is a binary (dichotomous) qualitative variable, measuring the level of societal legitimacy for women to occupy top corporate positions. Based on the data processing results, the distribution of respondents' responses regarding the acceptance of female executives is presented in the following table.

**Table 1 Categorical Variable Information**

| Dependent Variable (Y) | Code | Frequency | Percentage (%) |
|---|---|---|---|
| **Not accepting women as business leaders** | 0 | 1,280 | 40.9 |
| **Embracing women as business leaders** | 1 | 1,851 | 59.1 |
| **Total** | | **3.131** | **100.0** |

**Source:**The results of data processing using SPSS, 2026.

Based on Table 4.2, it can be seen that the majority of respondents in Indonesia, 1,851 people, or 59.1%, are already in the "Accepting" category of female leadership in business executives. This finding provides a positive signal that, in general, the cognitive structure of Indonesian society is beginning to open up to gender diversity at the upper echelons.

However, the number of respondents who fell into the "Less Acceptance" category was still quite significant, reaching 1,280 people, or 40.9%. This high level of resistance indicates that the "Think Manager, Think Male" paradigm remains firmly entrenched in nearly half of the respondent sample. This indicates a real sociocultural barrier, or "broken rung," where women's legitimacy to hold top authority still faces significant perception challenges within society.

**Statistical Description**

**Table 2 Statistical Description of Research Variables**

| Variables | Minimum | Maximum | Mean (Average) | Standard Deviation |
|---|---|---|---|---|
| **Priority of Employment Rights (X1)** | 1 | 5 | 2.21 | 1,083 |
| **Higher education gender bias (X2)** | 1 | 4 | 2.49 | ,825 |
| **Traditional gender role views (X3)** | 1 | 4 | 2.98 | ,565 |
| **Wife's income resistance (X4)** | 1 | 5 | 3.17 | 1,135 |
| **Gender (X5)** | 0 | 1 | ,46 | ,498 |
| **Age (X6)** | 18 | 87 | 39.97 | 13,493 |
| **Education (X7)** | 0 | 8 | 2.27 | 1,549 |
| **Income (X8)** | 1 | 10 | 4.23 | 2,406 |
| **Employment status (X9)** | 0 | 1 | ,75 | ,432 |

**Source:**The results of data processing using SPSS, 2026.

Table presents the descriptive statistics of the respondents. Overall, respondents tended to moderately support traditional gender norms, as reflected in relatively high mean scores for employment rights priority (2.21), higher education gender bias (2.49), traditional gender role views (2.98), and resistance to wives earning higher incomes (3.17). The average respondent was approximately 40 years old, had a secondary education, belonged to the lower-middle income group (mean =

4.23), and 75% were economically active, indicating that the sample was largely composed of productive working-age individuals.

**Respondent Characteristics Based on Socio-Cultural Factors (Cross Tabulation)**

This section presents a descriptive analysis using crosstabulation techniques to see the distribution of data between the independent variables of sociocultural factors and the dependent variable, namely the Acceptance of Women as Business Executives.

**Priority of Employment Rights (X1) regarding the Acceptance of Female Executives**

This variable reflects the male breadwinner ideology, which positions men as the primary holders of employment rights when job opportunities are limited. Based on the data processing results, the distribution of respondents is as follows:

**Table 3. Priority of Employment Rights (X1) regarding the Acceptance of Female Executives**

| Priority of Employment Rights (X1) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|
| **1 (Strongly Agree Men Come First)** | 245 | 586 | 831 |
| **2** | 544 | 951 | 1495 |
| **3** | 91 | 66 | 157 |
| **4** | 376 | 225 | 601 |
| **5 (Strongly Disagree)** | 24 | 23 | 47 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**The results of data processing using SPSS, 2026.

Based on the cross-tabulation analysis in Table 4.4 of 3,131 valid observations, it was found that the largest number of respondents who gave legitimacy to female business executives were in category 2, namely 951 people, which indicates a pragmatic attitude in Indonesian society even though ideologically they still tend to agree with the priority of men's work rights with an average value of 2.21. The phenomenon of cognitive ambivalence is also clearly visible in the respondent group category 1 (Strongly Agree Men Take Priority), where as many as 586 respondents in this group still stated that they accept female leadership, which indicates the beginning of a shift in the cognitive structure of society in separating domestic family norms from the need for professionalism in the public sphere. However, the persistence of sociocultural barriers is still depicted through the number of respondents who do not accept female bosses which is quite significant in category 2 (544 people) and category 4 (376 people), which also strengthens the theory regarding the existence of broken rungs or systemic obstacles to women's career development towards upper echelon positions in Indonesia.

**Gender Bias in Higher Education (X2) regarding the Acceptance of Female Executives**

This variable highlights respondents' cognitive perspectives on the importance of university education for men compared to women, which is a key prerequisite for entering top management. The distribution of cross-tabulated data is presented in the following table:

**Table 4. Gender Bias in Higher Education (X2) regarding the Acceptance of Female Executives**

| Education Bias (X2) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|
| **1 (Men's Education is More Important)** | 55 | 392 | 447 |
| **2** | 110 | 814 | 924 |
| **3** | 969 | 563 | 1532 |
| **4 (Equal Education for Women)** | 146 | 82 | 228 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**The results of data processing using SPSS, 2026.

Based on the cross-tabulation results in Table 4.5, it was found that the majority of respondents who gave legitimacy to female business executives came from category 2, namely 814 respondents, which indicates that recognition of women's access to education is a crucial factor in breaking down cognitive stigma in the world of work. This descriptive finding is very significant because it is in line with the results of the probit regression test in table 4.14. where the educational bias variable (X2) emerged as the most dominant predictor and had a significant effect with the highest Wald Chi-Square value reaching 374.397 and a significance level <0.001. This empirically proves that public perception of equality of intellectual capacity through higher education is the "key" for women to gain legitimacy in top corporate positions, where low educational bias directly increases the probability of women being accepted as business leaders according to the Role Congruity Theory framework.

**Traditional Gender Role Views (X3) on the Acceptance of Female Executives**

This variable captures respondents' perceptions of the remnants of traditional stigma, particularly regarding the impact of maternal involvement in the workforce on the well-being of preschool children. The distribution of cross-tabulated data is presented in the following table:

**Table 5. Traditional Gender Role Views (X3) on the Acceptance of Female Executives**

| Traditional Gender Role Views (X3) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|
| **1 (Very Traditional)** | 36 | 57 | 93 |
| **2** | 106 | 142 | 248 |
| **3** | 969 | 1441 | 2410 |
| **4 (Very Progressive)** | 169 | 211 | 380 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**The results of data processing using SPSS, 2026.

Based on the results of the cross-tabulation analysis in Table 4.6 of 3,131 valid observations, it was found that the group of respondents who gave legitimacy to female business executives was mostly concentrated in cognitive category 3, namely 1,441 respondents, which indicates that although there are still remnants of traditional stigma regarding the domestic role of mothers, most Indonesians have practically begun to provide space for women to lead in the professional realm. This descriptive finding reflects a shift in cognitive structure where the issue of child welfare is no longer an absolute obstacle to the acceptance of female leaders, which is reinforced by the results of the probit regression test in table 4.14. where the variable X3 shows a significance value of 0.508 (Sig. > 0.05) so that it is stated that it has no statistically significant effect on the probability of acceptance of female executives in this model. This indicates that compared to domestic concerns, other sociocultural factors such as access to higher education (X2) are far more determinant in shaping the legitimacy of female leadership in Indonesia according to the Role Congruity Theory framework.

**Wife's Income Resistance (X4) regarding the Acceptance of Female Executives**

This variable measures respondents' perceptions of the potential sociocultural problems that arise when a wife earns more than her husband, which is often perceived as a threat to the harmony of traditional gender identities in Indonesia. The data distribution is as follows:

**Table 6. Wife's Income Resistance (X4) regarding the Acceptance of Female Executives**

| Wife's Income Resistance (X4) | Less Accepting | Accept | Total |
|---|---|---|---|
| 1 (It is very problematic if the wife has a high income) | 72 | 154 | 226 |
| 2 | 415 | 531 | 946 |
| 3 | 96 | 110 | 206 |
| 4 | 636 | 944 | 1580 |
| 5 (Very No Problem) | 61 | 112 | 173 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**The results of data processing using SPSS, 2026.

Based on the results of the cross-tabulation analysis in Table 4.7 of 3,131 valid observations, it was found that the group of respondents who gave legitimacy to female business executives was mostly concentrated in category 4, namely 944 respondents, which indicates that most pro-female executive respondents tend to no longer consider income inequality in the household as a professional obstacle for women. This descriptive finding indicates a shift in values toward economic equality, where the average variable of 3.17 reflects a societal attitude that is starting to be open to the role of women's financial authority in the public sphere. However, statistically in the probit regression test in Table 4.14. this variable does not show a significant influence (Sig. 0.526), which indicates that the issue of the wife's relative income is not the main determinant that hinders the legitimacy of women in upper echelon positions compared to education factors and basic economic rights in Indonesia.

**Respondent's Gender (X5) on the Acceptance of Female Executives**

The gender variable was used to control for individual bias in assessments based on respondents' biological identities, allowing for a balanced distribution of support for female leadership. The cross-tabulated data distribution is presented in the following table:

**Table 7 Gender (X5) on the Acceptance of Female Executives**

| Gender (X5) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|

| | | | |
|---|---|---|---|
| **Women (0)** | **751** | **949** | **1,700** |
| **Male (1)** | **529** | **902** | **1,431** |
| **Total** | **1280** | **1851** | **3131** |

**Source:**The results of data processing using SPSS, 2026.

Based on the results of the cross-tabulation analysis in Table 4.12 of 3,131 valid observations, it was found that support for female business executives came from both genders with a fairly balanced frequency, where as many as 949 female respondents and 902 male respondents stated that they gave legitimacy to women's leadership in the business world. Although in absolute terms the number of female respondents who received was higher, the results of the probit regression test in Table 4.14. show that the gender variable (X5) has a negative coefficient of -0.125 with a significance value of 0.022 (Sig. <0.05), which proves a statistically significant influence where male respondents have a tendency to have a lower probability of giving legitimacy to female executives compared to female respondents. This finding confirms the remnants of masculine hegemony in the cognitive structure of male respondents in Indonesia which is in line with the "Think Manager, Think Male" paradigm, but the slight level of significance also indicates that perceptions regarding women's managerial capacity have begun to be accepted across genders in the modern professional context.

**Respondent's Age (X6) regarding the Acceptance of Female Executives**

The respondent age variable is used to examine the distribution of support for female leadership based on age maturity and generational differences in society's cognitive structure. The cross-tabulated data distribution is presented in the following table:

**Table 8 Respondents' Age (X6) regarding the Acceptance of Female Executives**

| Age Group (Years) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|
| **18 – 35 (Early Adulthood)** | 398 | 610 | 1,008 |
| **36 – 50 (Middle Adult)** | 569 | 817 | 1,386 |
| **> 50 (Late Adults/Elderly)** | 313 | 424 | 737 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**The results of data processing using SPSS, 2026.

Based on the results of the cross-tabulation analysis in Table 4.8 of 3,131 valid observations, it was found that the largest number of respondents who gave legitimacy to female business executives came from the productive age group of 36 to 50 years, namely 817 respondents, which indicates that openness to female leadership is dominated by individuals with a high level of professional maturity. Although descriptively support appears to be evenly distributed across all age levels, the results of the probit regression test in Table 4.14 show that the age variable (X6) has a very small coefficient value of -0.001 with a significance value of 0.662 (Sig. > 0.05), so this variable is declared to have no statistically significant influence on the probability of acceptance of female executives in Indonesia. This finding has an important implication that the issue of legitimacy of female leaders in the Indonesian business world is no longer limited by age factors or intergenerational differences, but rather is determined by other, stronger sociocultural factors such as education level and perceptions of equal employment rights.

**Respondent's Education (X7) regarding the Acceptance of Female Executives**

This variable captures the distribution of support based on respondents' formal educational background, ranging from no schooling to higher education. The cross-tabulated data distribution is presented in the following table:

**Table 8 Respondents' Education (X7) regarding the Acceptance of Female Executives**

| Education Level (X7) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|
| **Basic (Code 0-2)** | 479 | 1,285 | 1,764 |
| **Intermediate (Code 3-5)** | 691 | 494 | 1,185 |
| **High (Code 6-8)** | 110 | 72 | 182 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**Secondary Data of WVS Wave 7 Indonesia Processed (2026).

Based on the cross-tabulation analysis in Table 4.9, respondents with a basic education background absolutely gave the highest frequency of acceptance of female business executives, namely 1,285 respondents. However, this descriptive finding must be confirmed through the results of the probit regression test in Table 4.14, which shows that the education variable (X7) has a positive and highly significant influence (B = 0.193; Sig. < 0.001). This empirically proves that the higher the level of formal education a person has achieved, the more progressive and inclusive their cognitive structure will be in recognizing the managerial capacity of women in top corporate positions, so that education level becomes a key predictor in breaking down gender bias in Indonesia.

**Respondent's Income (X8) regarding the Acceptance of Female Executives**

This variable measures respondents' economic profiles on a decile scale (1-10) to determine whether financial security influences their views of female leaders. The data distribution is as follows:

**Table 9 Respondents' Income (X8) regarding the Acceptance of Female Executives**

| Income Group (X8) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|
| **Low (Deciles 1-3)** | 411 | 824 | 1,235 |
| **Intermediate (Deciles 4-7)** | 751 | 841 | 1,592 |
| **High (Deciles 8-10)** | 118 | 186 | 304 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**Secondary Data of WVS Wave 7 Indonesia Processed (2026).

Based on the results of the cross-tabulation analysis in Table 4.10, the majority of respondents who provide legitimacy to female executives are concentrated in the middle-income group (decile 4-7) with 841 respondents, followed almost equally by the low-income group with 824 respondents. This data distribution indicates that support for female leadership comes inclusively from various economic strata of Indonesian society. However, statistically in the probit regression model in Table 4.14, the income variable (X8) shows a significance value of 0.819 (Sig. > 0.05), which means that the level of personal financial stability of respondents is not proven to significantly influence their probability of accepting or rejecting the presence of women in the ranks of corporate top management.

**Employment Status (X9) regarding the Acceptance of Female Executives**

This variable differentiates between actively employed and unemployed respondents to examine the influence of work experience on perceptions of gender leadership. The data distribution is as follows:

**Table 10 Employment Status (X9) regarding the Acceptance of Female Executives**

| Employment Status (X9) | Less Accepting (0) | Receive (1) | Total |
|---|---|---|---|
| **Not Working (0)** | 352 | 423 | 775 |
| **Working (1)** | 928 | 1,428 | 2,356 |
| **Total** | **1280** | **1851** | **3131** |

**Source:**The results of data processing using SPSS, 2026.

Based on the results of the cross-tabulation analysis in Table 4.11, it was found that respondents with active working status showed a higher level of openness with a total of 1,428 respondents accepting female executives compared to the group that was not working. This phenomenon reflects that direct interaction in a professional environment has the potential to reduce traditional cognitive biases against women's managerial capacity. However, in partial statistical testing in the probit model in Table 4.14, the employment status variable (X9) showed a significance value of 0.087 (Sig. > 0.05). This indicates that in the context of this study, the economic activity status of respondents has not been a statistically significant primary determinant in determining the legitimacy of female leaders compared to education and basic employment rights factors.

**Probit Regression Results**

After describing the research variables, the next step was to conduct a probit regression analysis to examine the influence of socio-cultural factors on the probability of acceptance of female executives in Indonesia. The use of this probit model is in accordance with the characteristics of the research dependent variable (Y) which is binary (dichotomous), where a value of 1 represents respondents who "Accept" and a value of 0 represents respondents who "Less Accept." Model estimation was performed on 3,131 observations declared valid in the WVS Wave 7 Indonesia dataset.

**Model Feasibility Test (Omnibus Test)**

Model feasibility tests or simultaneous tests are conducted to determine whether the combination of independent variables and control variables in the model together have a significant influence on the dependent variable.

**Table 11 Omnibus Test**

| **Information** | **Mark** |
|---|---|
| ***Likelihood Ratio Chi-Square*** | 928,046 |
| ***Degree of Freedom*(df)** | 9 |
| **Significance (Sig.)** | <,001 |

**Source:** SPSS Data Processing Results (2026).

Based on Table 4.4, the results of simultaneous testing through the Omnibus Test show a Likelihood Ratio Chi-Square value of 928.046 with a degree of freedom (df) of 9. The significance value obtained is <0.001. Because the significance value is much smaller than the specified significance level ($\alpha$ = 0.05), H0 is rejected. This provides an empirical conclusion that the probit regression model used in this study is statistically fit. Collectively, all independent socio-cultural factors, namely priority of work rights (X1), educational bias (X2), traditional views (X3), and wife's income resistance (X4), along with demographic control variables, have a significant influence on the probability of women being accepted as business executives in Indonesia.

**Parameter Estimation (Partial Test)**

The partial test is used to see the significance and direction of the influence of each variable on the dependent variable by looking at the coefficient value (B) and significance (Sig.).

Table 12 Parameter Estimates (Probit Regression Estimation Results)

| Parameter | B (Coefficient) | Std. Error | Wald Chi-Square | df | Sig. |
|---|---|---|---|---|---|
| **(Intercept)** | -2,651 | ,200 | 175,753 | 1 | <,001 |
| **Priority of Employment Rights (X1)** | ,190 | ,023 | 65,898 | 1 | <,001 |
| **Higher education gender bias (X2)** | ,686 | ,036 | 374,397 | 1 | <,001 |
| **Traditional gender role views (X3)** | -,030 | ,046 | ,438 | 1 | ,508 |
| **Wife's income resistance (X4)** | ,014 | ,023 | ,403 | 1 | ,526 |
| **Gender (X5)** | -,125 | ,055 | 5,244 | 1 | ,022 |
| **Age (X6)** | -,001 | ,002 | ,191 | 1 | ,662 |
| **Education (X7)** | ,193 | ,018 | 113,129 | 1 | <,001 |
| **Income (X8)** | -,003 | ,011 | ,052 | 1 | ,819 |
| **Employment status (X9)** | -,106 | ,062 | 2,924 | 1 | ,087 |

**Source:**SPSS Data Processing Results (2026).

Table presents the results of the probit regression analysis based on 3,131 observations. The Likelihood Ratio (LR) test indicates that the model is statistically significant (Prob LR Statistic = 0.000), suggesting that the independent and control variables jointly explain the acceptance of women as business executives. Individually, employment rights priority, higher education gender bias, respondents' education, and gender significantly influenced the probability of accepting female executives, with higher education gender bias emerging as the strongest predictor. In contrast, traditional gender role views, resistance to wives earning higher incomes, age, income, and employment status did not show statistically significant effects on public acceptance of women in business leadership positions.

Meanwhile, the results of simultaneous testing throughOmnibus Testshows a Likelihood Ratio Chi-Square value of 928.046 with a Prob LR Statistic value of <0.001. This illustrates that together, all independent variables of socio-cultural factors and control variables have a significant effect on the probability of individual decisions in providing legitimacy to women as business executives.

**Discussion of Probit Regression Results**

The probit regression results indicate that employment rights priority and gender equality in higher education significantly increase the probability of accepting women as business executives. Among all explanatory variables, higher education gender bias emerged as the strongest predictor, suggesting that respondents who believe women should have equal access to higher education are substantially more likely to support female leadership. These findings reinforce the argument of Role Congruity Theory, which posits that educational equality helps reduce gender stereotypes and enhances the perceived legitimacy of women in managerial positions. In contrast, traditional gender role views and resistance to wives earning higher incomes were not found to have significant effects on the acceptance of female executives. This finding suggests that traditional domestic norms are no longer the primary barriers to women's professional legitimacy in Indonesia. Instead, public acceptance of female business leaders appears to be increasingly shaped by attitudes toward educational equality and economic participation rather than conventional family role expectations.

Among the demographic control variables, respondents' education had a significant positive effect, indicating that individuals with higher educational attainment are more likely to support women in executive positions. Conversely, male respondents were significantly less likely than female respondents to accept women as business leaders, reflecting the continued influence of traditional leadership stereotypes. Meanwhile, age, income, and employment status did not significantly affect the probability of accepting female executives, indicating that support for women's leadership is relatively consistent across different demographic groups.

**Table 13 Probit Regression Parameter Estimation Results for Female Executive Acceptance**

| Variables | Coefficient (B) | Std. Error | Wald Chi-Square | Sig. | Exp (B) |
|---|---|---|---|---|---|
| **(Intercept)** | –2,651 | ,200 | 175,753 | <,001 | ,071 |
| **Priority of Employment Rights (X1)** | 0.190 | ,023 | 65,898 | **<,001*** | 1,210 |
| **Higher Education Bias (X2 )** | 0.686 | ,036 | 374,397 | **<,001*** | 1,986 |
| **Traditional View (X3)** | –0.030 | ,046 | ,438 | ,508 | ,970 |
| **Wife's Income Resistance (X4)** | 0.014 | ,023 | ,403 | ,526 | 1,015 |
| **Gender (X5)** | –0.125 | ,055 | 5,244 | **,022*** | ,883 |
| **Age (X6)** | –0.001 | ,002 | ,191 | ,662 | ,999 |
| **Respondent Education (X7)** | 0.193 | ,018 | 113,129 | **<,001*** | 1,212 |
| **Respondent's Income (X8)** | –0.003 | ,011 | ,052 | ,819 | ,997 |
| **Employment Status (X9)** | –0.106 | ,062 | 2,924 | ,087 | ,900 |
| **Prob LR Statistic** | **0,000** | | | | |

**Source:**SPSS Data Processing Results (2026). Significant at the 95% confidence level ($\alpha$=0.05).

Based on the results of the probit regression analysis of 3,131 observations that were declared statistically fit with a Prob LR Statistic value of 0.000, it was found that the Higher Education Gender Bias variable (X2) was the most dominant predictor in the model with a Wald Chi-Square value of 374.397 and an Exp (B) value of 1.986, which indicates that individuals with equal cognitive views regarding university education have a 1.98 times higher tendency to give legitimacy to female executives compared to biased groups. In addition, the Priority of Work Rights (X1) and

Respondent Education (X7) variables also provide a significant positive influence with a tendency value of 1.210 times and 1.212 times higher, respectively, while the Gender variable (X5) shows a significant negative influence where male respondents have a 11.7% lower probability of tendency (Exp B 0.883) compared to female respondents in accepting female leaders. Meanwhile, the variables Traditional Views (X3), Wife's Income Resistance (X4), Age (X6), Income (X8), and Employment Status (X9) were proven to not have sufficient statistical evidence to influence the probability of female executive acceptance at the 5% significance level because they had a p-value above 0.05.

## CONCLUSION

Based on the findings of this study, it can be concluded that socio-cultural factors and demographic characteristics jointly have a significant influence on the acceptance of women as business executives in Indonesia. Among the explanatory variables, gender bias in higher education emerged as the most influential factor, followed by perceptions of women's employment rights, while respondents' educational attainment significantly increased the likelihood of supporting female business leaders. Furthermore, male respondents were found to be less likely than female respondents to accept women in executive positions, whereas traditional gender role views, resistance to wives earning higher incomes, age, income, and employment status did not significantly affect acceptance. These findings suggest that equal educational values and progressive views on women's economic rights play a more decisive role in shaping public acceptance of female business leadership than traditional domestic gender norms in contemporary Indonesia.

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