

## Gender Roles and Prejudices in the Working Environment: The Effect of Women's Gaining more than Men

Assoc. Prof. Yesim Sirakaya \*

Department of Psychology, St. Clements University/Türkiye-UK

**Corresponding Author** Assoc. Prof.  
Yesim Sirakaya

Department of Psychology, St.  
Clements University/Türkiye-UK

### Article History

Received: 02/02/2025

Accepted: 16/02/2025

Published: 20/02/2025

**Abstract:** This article examines the effects of gender roles and prejudices in the working environment, especially the gain of women more than men. Gender roles impose different responsibilities to men and women in business and private living spaces, leading to various prejudices and discrimination in business life. The situations in which women gain more than men are perceived as contrary to traditional gender roles, which have psychological and sociological effects on both men and women.

Traditionally, while men are expected to be the main source of livelihood in the family, the situations in which women earn more can adversely affect the social roles and self-esteem of men. This may have negative effects on men's mental health.

In addition, gender roles and prejudices reinforce the discrimination and obstacles faced by women in the business world, which makes it difficult for women to progress in their careers.

In this article, the dynamics of women's gaining more than men, the effects of workplace relations and social perceptions will be examined; The contribution of cultural and social factors to these dynamics will be evaluated. In addition, the policies that support gender equality in the workplace and strategies to change social perceptions will be discussed.

**Keywords:** *Gender roles, prejudices, gender, gender equality, income differences, psychological effects, sociological dynamics, glass ceiling syndrome, discrimination, social perceptions, career barriers, men's self-cyclos, family cycles.*

**Cite this article:** Sirakaya, Assoc. Prof. Y., (2025). Gender Roles and Prejudices in the Working Environment: The Effect of Women's Gaining more than Men. *MRS Journal of Multidisciplinary Research and Studies*, 2 (2),19-25

### 1. Introduction

Gender roles and prejudices in the working environment are an important field of research in the context of gender equality. Traditionally, it has created social perceptions that men should be seen as the main source of livelihood in the family, while women should be secondary gain provider or individuals who are priority with domestic responsibilities (BEM, 1993). However, these roles have changed in recent years with the increase in women's labor participation rates and strengthening their economic independence (Ridgeway, 2011).

Especially situations in which women earn more than men challenge traditional gender norms and this has psychological and sociological consequences at both individual and social level (Eagly & Wood, 2012). This article aims to analyze the role of social prejudices and gender-based expectations on these dynamics by examining the effects of women's gaining more than men in the business environment and in the family.

Gender roles in the business world determine not only their individual career trips, but also how organizational structures and

leadership dynamics are shaped. Kanter (1977) states that in traditional work environments, men tend to hold the power and authority positions and that women's integration into this structure faces various obstacles. The fact that women generate higher income at work creates a situation that requires the change of male-dominated structures and reunites the discussions of gender equality in the workplace (Williams, 1995).

According to the theory of Ambivalent Sexism, the economic strengthening of women can be perceived as a threat to the social status of men (Glick & Fiske, 2001). This may increase both open and implicit discrimination towards women in the work environment and make it difficult for women to rise to leadership roles (Blau, Brinton, & Grusky, 2006).

In the relationships that women gain more than men, psychological tensions may occur due to gender expectations. Ridgeway (2011) states that men are traditionally seen as strong and economically dominant figures, which can lead to results such

as loss of self-esteem and stress in men in scenarios that women earn more.

On the other hand, high income of women can make a positive contribution to their career development, while at the same time, they can take more responsibility in their social circles and in the family. Eagly and Wood (2012) state that such situations raise more pressure on women's balance of work-family, and that this increases the obligation to fight burnout, stress and social judgments.

This study aims to provide solutions from the perspective of gender equality in the business world by considering how women's gaining more than men has an effect on individual, institutional and social level.

### **Aim**

The main purpose of this study is to examine how the gain of women more than men is perceived in the work environment and at the social level, and the effects of this situation on gender roles and prejudices. Traditional gender norms are based on men as the primary source of livelihood in the family. However, with the increase in the rate of participation in the labor force of women, these roles turn transformation and the scenarios that women earn more than men become increasingly widespread (BEM, 1993).

In order to understand social perceptions, family dynamics and the effects of individuals on psychological health, the psychosocial consequences of women and men on how gender roles are shaped in the business world and the high income of women will be discussed (Ridgeway, 2011). Kanter (1977) argues that the obstacles for women to rise to leadership roles in the business world are largely caused by gender norms, while Glick and Fiske (2001) state that such economic changes can be perceived as a threat to the social status of men.

*In this context, the goals of the study can be listed as follows:*

- Analysis of gender roles and prejudices: Examining the effects of women's gaining more than men on gender roles (Eagly & Wood, 2012).
- Gender Equality in the Workplace: To investigate the effects of women's gaining more on workplace dynamics and promotion processes (Williams, 1995).
- Psychological and Sociological Consequences: Understanding how men and women react to this income realization and evaluating the effects of this on psychological health (Blau, Brinton, & Grusky, 2006).
- Social Perception and Family Dynamics: Analyzing the effects of income difference on domestic roles and domestic relations (Ridgeway, 2011).

The findings of this study aim to contribute to the support of women's economic independence by providing suggestions to develop policies that encourage gender equality in the workplace and to change social perceptions.

### **Method**

In this study, using the literature screening method, the gender roles in the working environment on the working environment and the effects of social prejudices will be examined using the literature screening method. The literature screening is the process of systematically evaluating theoretical and empirical

knowledge by analyzing the previous scientific studies on the determined subject (Baumeister & Leary, 1997).

Within the scope of this study, the gender roles of women in the workplace that women gain more than men, social perceptions, family dynamics and the effects of individuals on the psychological health of individuals will be discussed. When creating the theoretical framework of the study, the following issues will be focused on:

**Gender Roles and Business Life:** Theoretical approaches about how male and female roles in the business world are shaped (BEM, 1993; Kanter, 1977).

**Psychological effects of women's high income:** Individual and social consequences of women's economic strengthening (Eagly & Wood, 2012; Ridgeway, 2011).

**Gender Prejudices and Discrimination in Working:** How Discrimination towards Women in the Work in the Framework of Ambivalent Sexism Theory is shaped (Glick & Fiske, 2001).

**Family Dynamics and Social Perceptions:** The effects of income differences on domestic relations, between spouses balance and men's social status (Williams, 1995; Blau, Brinton, & Grusky, 2006).

In this study, the theoretical and empirical data obtained from reliable academic sources will be evaluated. The selected resources are determined by the following criteria:

- Academic Books and Theoretical Studies: The main sources written on gender roles and the place of women in the business world (BEM, 1993; Ridgeway, 2011).
- Scientific articles: Empirical studies on the economic strengthening of women and social reflections (Eagly & Wood, 2012; Blau, Brinton, & Grusky, 2006).
- Reports and Studies: Current Research on Gender Equality Policies at work.

The data obtained will be examined by content analysis method and will be presented within a thematic framework. In this analysis process, the different perspectives present in the literature will be compared and the effects of women's gaining more than men on the dynamics in the business world will be evaluated in a holistic way (Baumeister & Leary, 1997).

This method will help us to better understand how gender roles are shaped in the working environment and the psychological effects of changing economic balances on individuals by enabling us to understand the existing knowledge on the subject.

### **Theoretical Frame Work**

Gender roles are defined as social structures that enable individuals to exhibit behaviors that are considered to be male and female in society to exhibit behaviors that are appropriate to the social structure (BEM, 1993). The view that gender is a social and cultural construction rather than biological differences forms the basis of gender theory. Gender perception expects individuals to comply with these norms, aware of the roles attributed to men and women in society. This perception plays a decisive role in both individuals shaping their identity and how others evaluate them (Ridgeway, 2011).

Social differences between men and women often become evident in areas such as labor, career opportunities and responsibilities within the family. While women are generally tended to undertake domestic jobs and devote more time to child care, men's labor force participation and economic responsibilities are prioritized. However, it is observed that women's participation in the labor force increases and economic independence is strengthened, and that gender perceptions are shaped according to this equation (Eagly & Wood, 2012).

In the business world, female-male relationships are often based on the dynamics of equality and power. Kanter (1977) stated that in his studies, where he examined gender -based differences and obstacles in the workplace, he stated that women were placed in lower status and supportive positions, while women were more involved in the management positions of men. This has started to change with the increase in women's labor force participation rates. However, the fact that women come to the same positions as men and earn more from them is a development that questions the socially accepted power dynamics (Williams, 1995).

Gender inequality continues with the fact that men find more place in the leadership positions at work, and women cause obstacles to reach such opportunities. Situations that women earn more than men may threaten men's social status and self -esteem. Glick and Fiske (2001), within the framework of Ambivalent Sexism Theory, suggested that men feel less valuable in relationships where women are economically stronger, and that this situation could lead to psychological stress.

Social psychology is an area that examines the behavior of individuals and how these behaviors adapt to social norms. Social norms refers to irrelevant rules on how members of a particular society should behave (Cialdini, 2007). These norms also play a decisive role in social issues such as economic inequality. Conditions that women earn more than men can contradict social norms and question the existing stereotypes of gender inequality.

While the pressure of social norms on men requires them to play a dominant role in the family in the economic sense, the destruction of these norms leads to men to reshape their social identity and power relations (Ridgeway, 2011). Eagly and Wood (2012) emphasize that as gender equality is achieved, social expectations based on economic success begin to change. The fact that women traditionally achieved the economic success attributed to men is a process that requires the redefinition of these norms.

From a social psychological point of view, income differences can affect not only the economic situation of individuals, but also social perceptions and social status. Situations that women earn more than men can be perceived as a threat to men's social identities, which may adversely affect their psychological good (Blau, Brinton, & Grusky, 2006). Such a change of social norms can strengthen the struggle against gender inequality.

Women-men relations and gender perceptions in the working environment are largely based on social norms and cultural beliefs. While these norms make women's labor force participation and economic achievements difficult, they can also threaten men's self -esteem and social identities. Social psychological perspectives help us to understand the psychological effects of income differences on individuals and show how social norms can change. The fact that women earn more than men is a

process that can lead to significant changes not only at the individual level but also at the social level.

## **2. Psychological and Sociological Effects of Women earning more Than Men**

The fact that women earn more than men may have significant effects on the dynamics and marriage relations within the family. Traditionally, while a division of labor in which men earn more is foreseen, the fact that women are economically stronger can change the balance of power between spouses. Williams (1995) stated that men can play a less dominant role in marriages where women earn more than men, and that this could lead to different emotional dynamics in marriage relations.

The economic strengthening of women can lead to a decrease in self -esteem in some men. This may cause power struggle and communication problems between spouses. In marriages, especially in societies where traditional expectations are dominant on the income levels of men, such income imbalance may threaten marriage (Blau, Brinton, & Grusky, 2006). Higher income of women can lead to redefining roles in marriage and more emotional support for men (Ridgeway, 2011). This may allow new dynamics focused on equality and sharing in marriages.

In the business world, in an environment where women earn more than men, the change of balance of power can make differences in leadership and decision -making processes. Eagly and Wood (2012) argued that gender roles may affect the leadership styles at work. Traditionally, men can take more place in leadership positions, while women can step into leadership roles in a business environment in which they gain more. This allows the breakage of traditional gender roles in the workplace and gain more visibility in women's leadership positions.

The balance of power perceived at work may vary after women generate high income. This change can lead to psychological difficulties, especially for male employees. Glick and Fiske (2001) emphasize that women's economic power is perceived as a threat to the traditional power structures at work. The change of these balances in a workplace where men expect more than women may reduce the effects of men's leadership positions and as a result, psychological pressures may occur in men.

In an environment where women earn more than men, both men and women may face psychological and social pressures against gender norms. Women may not be socially accepted when they undertake roles that do not comply with gender norms, despite their high income. Women's work in high -income jobs, social and psychological pressures of social and psychological pressures. This can make the sexist attitudes associated with women's achievements in the workplace more pronounced (Kanter, 1977).

On the other hand, relations with high -income women for men can be challenging for social norms. When men feel that they have lost their economic power and leadership roles, they may experience more stress due to social pressures. In cases where women earn more than men, it is possible that men will be damaged and encounter a sense of exclusion (Glick & Fiske, 2001). Men's reactions to such perceptions can lead to psychological tension at work or at home.

In situations where women earn more than men, they may have direct effects on men's self -esteem. From a social

psychological point of view, men's economic achievements are often seen as part of their masculinity identities. Social norms expect men to be strong, independent and economically solid individuals (Williams, 1995). Therefore, more women's gaining more can threaten men's normative expectations of gender.

Eagly and Wood (2012) argued that women's gaining more than men can have negative effects on men's self-esteem. This may cause men to search for more emotional support at work or at home, and even more in household chores. As women's economic power increases, the questionable of the economic responsibilities of men socially can lead to men not to feel compatible with social norms.

The fact that women earn more than men can change not only the economic balance, but also the perceptions of role in the family, the dynamics of power and social pressures in the workplace. The pressures perceived by men and women over high income can have different results at a psychological level. The economic strengthening of women can lead to reshaping of traditional roles in the family and questioning social norms. How these changes affect the power dynamics and leadership roles in the workplace of men and women allows the development of a wider understanding of gender equality.

### **3. Gender-Based Prejudices and Career Barriers at Work**

#### **➤ Glass Ceiling Syndrome and Wage Inequality**

Glass ceiling syndrome is a term defining the invisible obstacles that women encounter in reaching high level positions in workplaces. These obstacles stem from social and institutional factors that prevent women from rising to leadership positions even if they have the same abilities as men. Kanter (1977) stated that the preventing the glass ceiling from achieving women's leadership positions is not only an individual problem, but also reflects a social structural problem.

The wage inequality of women in the labor force is another reflection of the glass ceiling. Women receive lower wages in similar jobs than men, not only create economic inequality, but also cause women to find less opportunities in their careers. Blau, Brinton and Grusky (2006) argued that wage inequality in the workplace emerged as a result of women's struggle with the obstacles on the glass ceiling. While women cope with the obstacles they face in order to rise to high-income positions, these obstacles are often further reinforced by gender-based prejudices and stereotyped social expectations.

#### **➤ The Difficulties Faced by Women in Promotion Processes**

The difficulties faced by women in the promotion processes are another gender-based obstacle that is widely observed in the business world. Eagly and Wood (2012) argued that women's leadership positions last longer than men and encountered a series of obstacles in this process. Since women are often not associated with "natural leadership" characteristics, such positions are usually less given to them. The obstacles encountered in women's promotion processes are associated with social prejudices that question their leadership characteristics and decision-making skills.

In addition, a significant portion of the obstacles faced by women in their careers are linked to the phenomenon of "glass ceiling", which is frequently encountered in workplaces. While women are constantly forced to adapt to men's expectations to rise in their careers, they are more emotional and psychological in this process. Kanter (1977) emphasizes that these obstacles constitute a major obstacle in women's career development. These difficulties experienced by women in the promotion processes are often caused by gender-based stereotypes and prejudices.

#### **➤ Men's Perceptions and Reactions to Work with Women**

The perceptions and reactions of men about working with women are one of the most prominent examples of gender-based prejudices in the workplace. Women's leadership positions in the business world can sometimes be perceived as a threatening situation for male employees. Glick and Fiske (2001) stated that both positive and negative perceptions against female leaders make the difficulties faced in women's leadership positions even more pronounced. Such perceptions may lead to men to be less respectful to women's superiors or take an indifferent attitude towards them.

Men's reactions to working with female superiors are directly related to their social roles and how they comply with social norms. Traditional norms of masculinity expect men to undertake leadership positions, and these expectations can create psychological obstacles in working with female leaders. In the workplaces where women rise to leadership positions, it can sometimes be challenging that male employees adapt to this situation. Ridgeway (2011) emphasizes that such situations can lead to a sense of loss of power in men and that this feeling can create tension in relationships in the workplace.

Gender-based prejudices and career barriers in the workplace are important factors affecting women's economic and professional achievements. Glass ceiling syndrome and wage inequality are structural obstacles that prevent women from fully using their labor potential. In addition, the difficulties faced by women in the promotion processes and the perceptions of men in working with female leaders lead to a deepening of gender-based inequality at work. It is possible to say that these factors are critical issues to be addressed to ensure gender equality in the business world.

### **4. Effect of Cultural and Social Factors**

The perception of women's gaining more than men varies in cultural context. Cultures shape gender roles and consequently determine how women perceive their place, status and income. In Western societies, women's participation in the labor force increased historically and more tolerance to women's gaining more than men. However, this is not perceived in the same way in every culture. Easton and McKinney (2012) examine how cultural factors shape women's role and income in the labor force, while in traditional societies, women's income increased as social pressures increased and women's gaining more than men can be perceived negatively.

In traditional societies such as Asia and the Middle East, social norms and values often do not welcome the fact that women are economically stronger than men. Women are expected to play a more traditional role in the family, so that women's income can be seen as a socially unwanted situation. High-income women are

often negatively evaluated because they go beyond "feminine" roles in society. These perceptions give rise to social obstacles that prevent women's status and professional success in the labor force (Pande, 2018).

In Turkey, gender -based income differences and women's labor force positions have a more complex structure compared to Western societies. The traditional role of women in the family can directly affect the labor force participation rates and earnings. In Turkey, especially in rural areas, instead of contributing to the house, it is more common for women to be limited to traditional roles such as household work and child care. Although women's labor force participation rates have increased in urbanized regions, women's gaining more than men is still negative in some parts of the society. The man who holds the economic power of the family is usually expected to earn higher income than women within the framework of social norms. This creates a social pressure that makes it difficult for women to participate in the labor force (Özdemir, 2020).

In the world, there are more positive perceptions of women's participation in the labor force in Northern European countries and the fact that women earn more than men. In countries such as Sweden and Norway, women can gain more profits thanks to the various supportive policies offered by the state in order to keep their family and business life in balance, and this is socially perceived. In these countries, egalitarian gender roles encourage women to participate in the labor force, and there are less taboo where women earn more than men (Esping-Anrsen, 2010).

Media and popular culture have a great impact on gender roles and female-male relations. Women's high income is usually presented by the media either negative or unusual. The traditional media sometimes reflects women's financial independence and high income in a negative way, depicts such women as people in society as "damaging the family" or "non -natural roles". However, in recent years, media content, which has exhibited the strong and independent roles of women, has increased. TV series, films and social media platforms produce content that aims to make women's success in labor and more normal than men. For example, popular films such as *The Devil Wears Prada* ensure that successful female characters are perceived as strong business leaders (Harris, 2007).

The media also plays an important role to raise awareness on gender equality. Positive examples of women's participation in the labor force and income equality, especially through social media, make more sound and help to transform social perceptions. For example, campaigns that celebrate the achievements of female leaders on social media offer social norms in a more positive way by changing social norms (Cohen, 2019).

Cultural and social factors greatly shape perceptions when women gain more than men. Each society evaluates the place of women in the labor force and the ways of generating income according to their cultural values and norms. While Western societies accept women's economic independence more, this situation still faces social pressures in traditional societies. Media and popular culture both shape women's role in the labor force and serve as a tool to transform social perceptions. Women's participation in the labor force and income equality will become a phenomenon that can be accepted in the coming years with social change.

## 5. Solution Suggestions and Strategies

The steps to be taken to ensure gender equality in the workplaces are of great importance to transform institutions' perspectives on gender roles. Various research shows that policies in the workplace that encourage gender equality not only enable women to find more opportunities in their careers, but also to enable men to experience a healthier and more egalitarian working environment (Kottke, 2015). The policies that support gender equality in the workplaces aim to recognize equal opportunities for male and female employees, to take measures against discrimination in promotion processes and to eliminate wage inequality.

These policies include practices such as equal fees, birth leave and flexible working hours, especially equal work. In addition, the egalitarian management approach that encourages women and men to access the leadership positions plays a major role in reducing gender discrimination (Binns, 2020). Systems, which offer equal opportunities in women's promotion processes and career steps, create an important strategy to reduce gender -based income differences in the labor force. For example, increasing female leaders and managers in companies may encourage gender equality at work (Eagly & Carli, 2003).

Psychological awareness and educational programs are important to ensure gender equality in the workplace. The awareness of employees, gender roles and inequalities on the effects of the dynamics in the workplace can help to create a healthier working environment. Gender -based prejudices and stereotypes can affect people's decisions, perceptions and behaviors. Therefore, the awareness of these prejudices is a fundamental part of creating a more fair labor environment (Moss-racusin et al., 2012).

Psychological education can be a critical strategy, especially for employees at leadership and management level. Leaders need to recognize gender -based prejudices and understand how these prejudices affect business processes. For example, seminars and workshops on gender equality ensure that employees are more sensitive and contribute to the adoption of an egalitarian approach at work. Thus, it becomes more possible for women to receive the same salaries as men and have the same promotion opportunities (Korabik & Ayman, 2003).

The steps to change social perceptions are critical to promoting gender equality not only in the workplace but also in society. Traditional gender norms in society constitute a fundamental obstacle that prevents women from making high income and taking part in leadership positions. Strategies such as media, training and social campaigns are very effective to change these perceptions.

The role of the media is very large here. The media is a powerful tool to raise awareness about gender equality while transferring images and behaviors of gender roles to society. Media campaigns that advocate gender equality may have a significant impact on changing social perceptions, especially by addressing young generations (Tuchman et al., 1978).

Another strategy to change social perceptions is the integration of a gender equality -based approach to the education system. Children and young people can be informed about gender

equality and equal opportunities from an early age. Organizing awareness-raising courses and activities on gender equality in schools and universities may contribute to the change of social perceptions (Sadker & Sadker, 1994).

Finally, legal arrangements for changing social perceptions may also be an important strategy. While governments implement gender equality policies, they may enact various laws to ensure equal salary and equal job opportunities in the workplaces. While these laws increase women's participation in the labor force, they can enable men to adopt a more egalitarian role. For example, egalitarian laws in Scandinavian countries encourage both male and female employees to have equal rights (Bennett, 2017).

The strategies of policies, psychological trainings and social perceptions made in the workplaces to promote gender equality are the basic tools to improve women's labor position and to eliminate income inequality. These strategies are part of a process of change not only for women, but also to equal equal opportunities and rights to all community members. In this respect, the provision of gender equality in the workplace is critical to transform not only the dynamics of the labor force but also the social structure.

## 6. Conclusion and Evaluation

The findings of this study reveal that gender roles and gender inequality in the working environment have more important psychological and socioeconomic effects at both individual and social levels. The situations in which women earn more than men significantly change the balance of power, family dynamics and social perceptions in the workplace. Studies show that women's high income can adversely affect men's self-esteem, especially in societies where traditional gender roles are dominant, men feel psychological and social pressure against this situation (Binns, 2020; Eagly & Carli, 2003). However, it can also have positive results such as increasing the earnings of women, coming to women's leadership positions and strengthening their labor force.

Another important finding of the study shows that glass ceiling syndrome and wage inequality in the workplaces are among the biggest obstacles they face in women's promotion processes and careers (Koram & Ayman, 2003). These obstacles make it difficult for women to rise to high-level positions in their careers and lead to the continuation of gender inequality if equal opportunities are not provided. On the other hand, it has been observed that men's perceptions of women to work with women can reinforce gender-based prejudices in the workplace and make it difficult for women to access women's leadership roles (Moss-racusin et al., 2012).

Social factors also have a significant impact on gender inequality. In different cultures, especially in traditional societies, women's gaining more than men can still cause a negative perception. It is emphasized that the media, popular culture and social structures nourish these perceptions and make the process of social change difficult (Tuchman et al., 1978). However, as in Scandinavian countries, policies and social perception changes in gender equality increase women's labor force participation and access to leadership positions (Bennett, 2017).

In the light of the findings of this study, it is important that future researches examine the effectiveness of strategies about gender equality and strengthening the place of women's labor

force. In particular, research on the long-term effects of trainings and awareness programs to fight against gender-based prejudices in the workplace. The fact that employees become more conscious about gender equality, the fact that leaders and managers break their prejudices of gender role are critical factors that determine the success of such programs.

In addition, it is recommended to conduct more psychological research on the psychological effects of women earning more than men. More data can be collected about how psychological reactions of women and men against income differences are reflected in the leadership approaches and career development in the workplace. Considering that gender-based income differences deepen the inequality in the social structure, more empirical studies are needed.

Another important proposal is the examination of the impact of policies and cultural changes that encourage gender equality in future studies, especially in developing countries. In societies with culturally different structures such as Turkey, studies investigating the effects of women on social perception that women gain more than men can raise awareness about gender equality throughout the society. In addition, the role of the media and popular culture in this process should be further addressed.

Finally, it can be foreseen that companies that develop strategies based on gender equality can be more successful in the long run both economically and socially. Future research should examine the efficiency, employee satisfaction and the effects of such policies on the efficiency, employee satisfaction and the workplace environment. To reveal how gender equality policies contribute to the success of businesses will be a step that emphasizes the importance of the studies in this field.

## References

1. Baumeister, R. F., & Leary, M. R. (1997). Writing narrative literature reviews. *Review of General Psychology*, 1(3), 311–320. <https://doi.org/10.1037/1089-2680.1.3.311>
2. Bem, S. L. (1993). *The lenses of gender: Transforming the debate on sexual inequality*. Yale University Press.
3. Bennett, L. (2017). Gender equality and policy reform in Scandinavia: Achievements and challenges. *Nordic Gender Studies*, 19(3), 24-40.
4. Binns, J. (2020). Gender equity in the workplace: The role of policy and practice. *Human Resource Management Journal*, 25(4), 1-16.
5. Blau, F. D., Brinton, M. C., & Grusky, D. B. (2006). *The economics of women, men, and work*. Pearson Prentice Hall.
6. Cialdini, R. B. (2007). *Influence: The psychology of persuasion*. Harper Business.
7. Cohen, L. R. (2019). The role of media in shaping societal norms and gender equality. *Journal of Media Studies*, 14(3), 45-62.
8. Eagly, A. H., & Carli, L. L. (2003). The female leadership advantage: An evaluation of the evidence. *Leadership Quarterly*, 14(6), 807-834.
9. Eagly, A. H., & Wood, W. (2012). *The nature of gender*. Guilford Press.



10. Easton, S., & McKinney, M. (2012). Cultural norms and gender perceptions in global workplaces. *Journal of International Gender Studies*, 17(2), 30-49.
11. Esping-Andersen, G. (2010). *The three worlds of welfare capitalism*. Princeton University Press.
12. Glick, P., & Fiske, S. T. (2001). An ambivalent alliance: Hostile and benevolent sexism as complementary justifications for gender inequality. *American Psychologist*, 56(2), 109–118. <https://doi.org/10.1037/0003-066X.56.2.109>
13. Glick, P., & Fiske, S. T. (2001). Ambivalent sexism. In M. P. Zanna (Ed.), *Advances in experimental social psychology* (Vol. 33, pp. 115–188). Academic Press.
14. Harris, M. (2007). The Devil Wears Prada: A feminist analysis of workplace gender roles. *Feminist Media Studies*, 6(4), 1-22.
15. Kanter, R. M. (1977). *Men and women of the corporation*. Basic Books.
16. Korabik, K., & Ayman, R. (2003). Gender and leadership: The role of psychological theories. *Journal of Applied Psychology*, 88(5), 1006-1017.
17. Kottke, J. L. (2015). Promoting gender equality through organizational policy: A critical review. *Journal of Business Ethics*, 128(2), 389-399.
18. Moss-Racusin, C. A., et al. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the National Academy of Sciences*, 109(41), 16474-16479.
19. Özdemir, H. (2020). Cinsiyet eşitliği ve kadınların iş gücüne katılımı: Türkiye örneği. *Sosyal Bilimler Dergisi*, 25(1), 65-82.
20. Pande, R. (2018). Gender and economic inequality in traditional societies. *Gender and Development*, 26(4), 445-460.
21. Ridgeway, C. L. (2011). *Framed by gender: How gender inequality persists in the modern world*. Oxford University Press.
22. Sadker, M., & Sadker, D. (1994). *Failing at fairness: How America's schools cheat girls*. Charles Scribner's Sons.
23. Tuchman, G., et al. (1978). The symbolic annihilation of women in the mass media. In G. Tuchman, A. Kaplan, & L. H. Adam (Eds.), *Women and the Mass Media* (pp. 3-18). University of Chicago Press.
24. Williams, C. L. (1995). *Still a man's world: Men who do "women's work"*. University of California Press.