GENDER BIAS IN THE WORKPLACE: EXAMINING THE EVOLUTION OF GENDER ROLES IN MODERN EMPLOYMENT

Kumara H S

Assistant Professor

Department of Sociology, Government First Grade College, Saligrama

ABSTRACT

Gender bias in the workplace persists in India despite modernization and increased female participation. Traditional gender roles continue to influence career opportunities, leadership, and pay. This study examines evolving gender roles and their impact on workplace equality, advancement, and inclusion in Mysore City. The study explores the influence of gender and gender role orientation on career outcomes specifically career progression, years to promotion, and salary increment and explored the relationship between gender and experiences of workplace bias among 100 employees. A Chi-Square Test of Independence examined the association between gender and experiences of workplace bias. The results indicated a significant relationship, χ^2 (1, $N = 100$) = 15.04, $p < .001$, with female employees (80%) reporting experiences of workplace bias more frequently than male employees (40%). In addition, The ANOVA results revealed that gender role orientation had a significant impact on all three career-related variables. For career progression, the effect of gender role was significant, $F(2,94) = 9.65$, $p < .001$, indicating that employees with modern gender role attitudes achieved higher levels of career advancement compared to those with traditional or neutral views. For years to promotion, there was a significant main effect of gender role, $F(2,94) = 8.45$, $p < .001$, showing that individuals holding modern gender role views were promoted faster. Similarly, for salary increment, gender role again showed a significant effect, $F(2,94) = 12.95$, $p < .001$, with modern-oriented individuals receiving higher salary growth. Across all three analyses, neither gender nor the interaction between gender and gender role was statistically significant ($p > .05$), suggesting that gender alone did not explain variation in career outcomes. Overall, the findings highlight that gender role orientation plays a stronger role than biological gender in determining career advancement patterns. Moreover, the persistent gender-based differences in perceived workplace bias underscore the need for inclusive organizational policies, bias-awareness training, and equitable promotion practices to ensure fair treatment and professional growth opportunities for all employees.

Key Words: Gender Bias, Workplace Bias Career Progression, Modern Employment.

INTRODUCTION

Gender bias in the workplace remains one of the most enduring challenges to achieving equality and inclusion in modern organizations. In India, despite rapid economic growth, increasing educational attainment, and greater female participation in the labor force, gender-based disparities in employment, leadership, and pay continue to persist. Traditional social norms and gender expectations have historically influenced career choices, opportunities, and professional recognition, creating structural barriers that disadvantage women and reinforce occupational segregation.

Over time, however, gender roles in India have undergone a gradual transformation. The emergence of modern work environments, globalization, and changing family structures have led to more flexible and egalitarian attitudes toward gender. Women today are entering diverse professions, aspiring to leadership roles, and contributing significantly to the national economy. Yet, even as attitudes evolve,

subtle and implicit forms of gender bias continue to shape workplace dynamics, affecting hiring, promotion, and compensation practices.

The evolution of gender roles in contemporary India presents a complex paradox—progress toward equality coexists with persistent inequities. Understanding this dynamic requires empirical assessment of how gender and gender role orientations influence career-related outcomes such as progression, promotion, and salary growth.

This study, therefore, seeks to examine the relationship between gender, gender roles, and workplace outcomes in the Indian context. By employing statistical methods such as ANOVA and Chi-square tests, it aims to identify whether evolving gender perceptions have effectively reduced workplace bias or whether traditional patterns continue to influence professional advancement and equality.

Gender Bias in the Workplace

Gender bias in the workplace occurs when one gender is favored over another, often to the disadvantage of women. It appears in recruiting, pay, promotions and leadership opportunities, with women earning 83 cents per dollar men make and holding only 28% of C-suite roles.

Definition of Gender Bias

Gender bias refers to the tendency to favor one gender over another, often resulting in unequal treatment, opportunities, or perceptions. It is a form of unconscious bias, which occurs when individuals unknowingly apply stereotypes, assumptions, or attitudes based on gender rather than objective factors like skills or qualifications. Gender bias can manifest in various settings such as education, workplaces, and social institutions and often leads to discrimination, unequal pay, limited career advancement, or misrepresentation in leadership roles. Recognizing and addressing gender bias is crucial to promoting fairness, equality, and inclusivity in all spheres of life.

This bias can be both explicit (intentional discrimination) and implicit (unconscious attitudes or stereotypes). It affects not only individual career growth but also organizational performance by reducing diversity, innovation, and morale. Creating gender-inclusive workplaces requires fair hiring practices, transparent evaluations, and strong policies promoting equality and respect among all employees.

REVIEW OF LITERATURE

Shakunthala (2013) "Exploring the Role of Gender in the Workplace: A Sociological Perspective" This study examines the role of gender in the workplace, emphasizing key factors such as gender stereotypes, pay disparities, leadership representation, work-life balance, and discrimination. Persistent gender stereotypes shape hiring and promotion decisions, while the gender pay gap continues to disadvantage women. Leadership roles remain male-dominated, though progress toward gender diversity is increasing. Women also face challenges balancing professional and caregiving responsibilities, highlighting the need for flexible and family-friendly policies. Addressing unconscious biases and recognizing intersectionality are vital for achieving true workplace equality. By promoting fair pay, diverse leadership, inclusivity, and equal opportunities, organizations can foster an environment where all employees, regardless of gender, can thrive and contribute to collective growth and success.

Leanne S. Son Hing (2023) "Gender inequities in the workplace: A holistic review of organizational processes and practices" This paper presents an integrative review of gender inequities across organizational domains such as performance evaluation, compensation, leadership, work-family

conflict, and sexual harassment, covering the entire employee lifecycle from recruitment to exit. It examines how intersectionality shapes workplace experiences and analyzes factors that promote or hinder gender equity based on strong empirical evidence. The review distinguishes between evidence of gender inequality and equality, offering a comprehensive model that explains how inequities accumulate and interact across societal, organizational, interpersonal, and individual levels. Additionally, the paper identifies research gaps and proposes directions for future study while outlining practical strategies that organizations can adopt to promote gender equity and create more inclusive, fair, and equitable workplaces.

Shengbo Wang (2024) "Gender Bias in the Workplace: Definition, Forms, Influence and Solutions" This article provides an in-depth analysis of gender bias in the Chinese workplace, focusing on its definition, manifestations, impacts, and possible solutions. It identifies wage disparities, unequal opportunities, limited career advancement, and reduced job satisfaction as major indicators of gender bias. These inequalities negatively influence employees' mental well-being and professional growth while undermining organizational innovation, productivity, and reputation. Furthermore, gender bias poses challenges to national economic progress and social harmony. To address these issues, the article recommends implementing fair and transparent policies, employee training, inclusive workplace cultures, and government-supported equality initiatives. Promoting diverse leadership and equitable recognition of all contributions can foster a balanced, innovative, and prosperous society rooted in fairness and shared development.

Research Gap

Despite significant social progress and policy reforms aimed at achieving gender equality, gender bias in the workplace remains a persistent challenge. While existing research has examined disparities in pay, leadership representation, and employment opportunities, the evolving nature of gender roles and their impact on measurable career outcomes remain underexplored. Most prior studies have focused on theoretical or descriptive analyses, offering limited empirical evidence on how gender role orientation—ranging from traditional to modern attitudes—affects career progression, promotion speed, and salary growth. As workplace cultures evolve toward inclusivity and diversity, it becomes increasingly important to understand how these shifts influence professional advancement and perceptions of fairness. However, there is still a lack of quantitative, data-driven research that investigates the interaction between gender, gender roles, and workplace bias within modern employment structures. This gap highlights the need for empirical studies that link changing gender perceptions with tangible career outcomes. Therefore, a clear research gap exists in empirically assessing the link between gender roles, gender identity, and career advancement in contemporary employment structures. Addressing this gap is essential to understanding how modernization, changing gender perceptions, and workplace policies collectively influence professional growth and equality. This study aims to fill that gap by employing statistical analyses—such as ANOVA and Chi-square tests—to explore the complex interplay between gender, gender roles, and workplace outcomes in the context of modern employment.

Objectives of the Study

1. To examine the effect of Gender Role (Traditional, Neutral, Modern) on career outcomes Career Progression, Years to Promotion, and Salary Increment (%).

Hypothesis of the Study

❖ There is a significant difference in Career Progression, Years to Promotion, or Salary Increment based on Gender and/or Gender Role.

Methodology

The present study adopts a descriptive and analytical research design to examine the relationship between gender, gender roles, and workplace outcomes in the context of modern employment. The research was conducted in Mysore City, Karnataka, chosen for its mix of traditional and emerging industries such as education, information technology, healthcare, and government sectors. A total of 100 respondents were selected, comprising 50 male and 50 female employees, ensuring gender balance and representation across various occupational categories. The sample was selected using a stratified random sampling technique to include individuals from different organizational levels and employment sectors. Both primary and secondary data were utilized in this study. Primary data were collected through a structured questionnaire that included items related to gender, gender role orientation, experiences of workplace bias, career progression, years to promotion, and salary increment percentage. Secondary data were obtained from Various reports, NEWS Papers Articles and academic studies. The collected data were analyzed using descriptive and inferential statistical tools, including Analysis of Variance (ANOVA) to assess differences across gender role groups and Chi-square tests to determine the association between gender and experiences of workplace bias. The findings aim to provide empirical evidence on how evolving gender roles influence professional advancement and equality in the modern workplace of Mysore City.

Gender Bias Experiences in the Workplace

1. **Unequal Pay:** One of the most persistent forms of gender bias is the wage gap between men and women. Women are frequently paid less than men for performing the same role with equal qualifications and experience. This inequality often stems from biased salary negotiations, undervaluation of women's work, and occupational segregation—where women are concentrated in lower-paying roles or sectors. Despite laws promoting equal pay, many organizations still lack transparency in compensation structures, allowing gender-based disparities to persist.

2. **Limited Promotion Opportunities (Glass Ceiling**): The "glass ceiling" represents invisible barriers that prevent women from advancing to top managerial or leadership positions. Even when women perform equally well or better than their male counterparts, they are often overlooked for promotions due to stereotypes about leadership ability, availability, or family commitments. This limits women's career growth and reinforces gender imbalance in senior management.

3. **Stereotyping and Role Expectations:** Gender stereotypes play a powerful role in shaping workplace dynamics. Women are often perceived as nurturing, emotional, or less decisive, while men are seen as assertive and strong leaders. These assumptions affect task assignments, performance evaluations, and even hiring decisions. As a result, women may be given supportive or administrative roles, while men are favored for leadership or technical positions.

4. **Workplace Harassment and Discrimination:** Many employees, particularly women, face gender-based harassment, including inappropriate comments, unwanted advances, or exclusion from professional opportunities. Such behavior not only affects mental health but also discourages women from speaking up or remaining in their jobs. Workplace discrimination may also manifest in unequal access to resources, training, or recognition.

5. **Work–Life Balance Bias:** Gender bias often influences how employers perceive family responsibilities. Women are assumed to be less committed to their jobs after marriage or childbirth, leading to fewer opportunities or promotions. Conversely, men may be discouraged

from taking paternity leave or flexible work arrangements, reinforcing traditional gender roles. These biases contribute to stress and unequal participation in both work and home life.

6. **Lack of Representation in Leadership:** In many organizations, leadership and executive positions remain dominated by men. Women's perspectives are often underrepresented in decision-making processes, which affects organizational diversity and innovation. This lack of representation perpetuates gender stereotypes and deprives companies of the benefits that diverse leadership can bring to creativity, problem-solving, and inclusiveness.

7. **Performance Evaluation Bias:** Gender bias can distort performance reviews, with women's achievements often attributed to teamwork or luck, while men's successes are linked to skill and leadership. Women are also more likely to receive vague feedback focused on personality traits rather than measurable outcomes. These subtle biases can significantly influence promotions, rewards, and confidence levels.

Table 1: Socio-Demographic Characteristics of Respondents (N=100)

Variables	Category	Respondents	Rank
Gender	Male	50	
	Female	50	
Age Group (Years)	20 to 30	35	02
	31 to 40	40	01
	41 and above	25	03
Educational Qualification	SSLC and below	08	04
	Degree	45	01
	Postgraduate	25	02
	Professional/Technical	22	03
Marital Status	Married	60	01
	Unmarried	40	02
Sector Wise Employees	Banking Sector	25	01
	Marketing Sector	22	02
	Teaching/ Education Sector	20	03
	Healthcare Sector	15	04
	NGO / Social Services Sector	10	05
	Government / Public Administration Sector	08	06
Designation / Job Position	Entry-Level	30	02
	Mid-Level	45	01
	Senior-Level / Executive	25	03
Monthly Income (₹)	Below 15,000	15	04
	20,000 to 30,000	20	03
	30,000 – 40,000	25	02
	40,000- 50,000	30	01
	Above 50,000	10	05
Work Experience (Years)	Less than 5	30	02
	5 – 10	45	01
	Above 10	25	03
Types of Gender Bias	Unequal Pay	70	01
	Workplace Harassment and Discrimination	40	04

Experienced/ Identified/ Noticed in Workplace	Limited Promotion Opportunities	60	03
	Lack of Representation in Leadership	65	02
	Performance Evaluation Bias	35	05

Source: Primary Data

1. **Gender Distribution:** The study included an equal number of male and female respondents (50 each), ensuring balanced representation. This equal participation enhances the reliability of findings by allowing a comparative understanding of how both genders perceive and experience bias in the workplace. The equal division also helps in evaluating the evolution of gender roles across diverse occupational categories.

2. **Age Group:** The largest proportion of respondents (40%) belonged to the 31–40 years age group, followed by 35% between 20–30 years, and 25% aged above 40 years. The dominance of middle-aged employees indicates that most respondents are in the active phase of their careers, exposed to various organizational structures, promotion systems, and performance evaluations. The inclusion of younger employees (20–30 years) provides insights into early career experiences with gender bias, while older respondents contribute perspectives shaped by long-term exposure to workplace culture.

3. **Educational Qualification:** The majority (45%) of respondents were degree holders, while 25% held postgraduate degrees and 22% possessed professional or technical qualifications. Only a small portion (8%) had education below SSLC level. This suggests that the workforce examined is largely well-educated and professionally skilled, capable of critically identifying and articulating instances of workplace bias. Higher education levels also imply that respondents are likely employed in sectors where merit-based evaluation systems exist, making their views valuable for understanding systemic inequities.

4. **Marital Status:** Among the respondents, 60% were married, and 40% were unmarried. This pattern indicates that most participants have family responsibilities. Married female respondents reported facing more challenges in balancing work and family life, often subjected to assumptions regarding their availability or commitment after marriage or motherhood. Conversely, married men were perceived as more stable and career-oriented, reflecting traditional gender expectations that continue to shape workplace perceptions.

5. **Sector-wise Employment:** The highest representation came from the banking sector (25%), followed by marketing (22%) and education (20%). These are industries with structured hierarchies and client-based operations, where gender bias often appears in roles, pay structures, and leadership opportunities. Sectors such as healthcare (15%), NGO/social services (10%), and public administration (8%) also contributed to the study, highlighting diverse work environments. The results suggest that gender bias is not confined to a specific field but is widespread across both public and private sectors.

6. **Designation / Job Position:** A large share of respondents (45%) worked in mid-level positions, followed by 30% at entry-level and 25% in senior roles. This spread helps capture experiences across different levels of organizational hierarchy. Mid-level employees often experience the highest career pressure and competition, where gender bias in promotion, pay, and recognition becomes most evident.

7. **Monthly Income:** Income levels varied, with most respondents (30%) earning between ₹40,000–₹50,000, followed by 25% earning ₹30,000–₹40,000. Only 10% earned above ₹50,000

per month. The distribution suggests that most respondents belong to the middle-income group. Notably, female respondents with similar qualifications and experience tended to fall in lower income brackets, revealing continuing disparities in compensation based on gender.

8. **Work Experience:** The majority (45%) had 5–10 years of work experience, followed by 30% with less than 5 years and 25% with over 10 years. Mid-career professionals form the largest group, implying that they have sufficient organizational exposure to recognize both overt and subtle forms of gender bias. Employees with longer experience often reported structural biases in promotions and leadership roles.

Interpretation of Gender Bias Issues

1. **Unequal Pay (70%):** Unequal pay emerged as the most prominent form of workplace bias. About 70% of respondents observed or experienced pay differences for similar roles. Many female employees reported being paid less than their male counterparts despite equal qualifications, performance, and workload. The persistence of wage gaps indicates systemic undervaluation of women's contributions and limited salary transparency in many organizations.

2. **Lack of Representation in Leadership (65%):** A significant 65% of respondents believed that leadership positions are dominated by men. Female employees face obstacles such as limited mentorship, biased promotion processes, and societal expectations that discourage assertive leadership behaviors in women. This "glass ceiling" effect continues to limit gender diversity in decision-making roles, affecting organizational inclusivity and innovation.

3. **Limited Promotion Opportunities (60%):** About 60% of respondents stated that women are less likely to be promoted than men, even when performance levels are similar. Promotion decisions often favor men due to stereotypes linking leadership with masculinity. This discourages many women from pursuing advancement and contributes to gender imbalance in middle and senior management.

4. **Workplace Harassment and Discrimination (40%):** Gender-based harassment and discrimination remain major concerns, as reported by 40% of respondents. This includes inappropriate comments, exclusion from work-related discussions, and unequal treatment by supervisors. Such experiences damage employee morale and psychological well-being, highlighting the need for strict enforcement of workplace harassment policies and gender-sensitivity training programs.

5. **Performance Evaluation Bias (35%):** A total of 35% of respondents indicated that performance appraisals are often biased. Women's achievements are sometimes attributed to luck or teamwork, whereas men's successes are linked to competence. This bias affects promotions, bonuses, and self-confidence, leading to dissatisfaction and career stagnation. Organizations must adopt transparent evaluation criteria to ensure merit-based assessments.

The findings from the socio-demographic data and gender bias experiences reveal that inequality persists across various professional dimensions. Although workplaces have become more inclusive, unequal pay, leadership underrepresentation, and promotion bias remain major obstacles to achieving gender equality. These issues are compounded by harassment and biased performance evaluations, which reduce fairness and morale.

To create a truly equitable environment, organizations must implement clear anti-discrimination policies, pay transparency, leadership development for women, and gender-sensitivity programs that challenge traditional stereotypes and foster inclusivity at all levels.

Testing of Hypothesis

Hypothesis of the Study

- ❖ There is a significant association between gender and experiences of workplace bias.

- ❖ There is a significant difference in Career Progression, Years to Promotion, or Salary Increment based on Gender and/or Gender Role.

I. There is a significant association between gender and experiences of workplace bias.

Workplace Bias:

Gender	Experienced Bias: No	Experienced Bias: Yes	Total
Female	10	40	50
Male	30	20	50
Total	**40**	**60**	**100**

Chi-Square Test Statistics

Statistic	Value
Chi-square (χ^2)	15.04
Degrees of Freedom (df)	1
p-value	0.0001
Expected Frequencies	Female (No=20, Yes=30); Male (No=20, Yes=30)

A Chi-Square Test of Independence was conducted to examine the association between gender and experiences of workplace bias among 100 respondents. The results revealed a significant relationship between gender and workplace bias, χ^2 (1, $N = 100$) = 15.04, $p < .001$. The distribution of responses showed that female employees (80%) reported experiencing workplace bias more frequently than male employees (40%).

The expected frequencies indicated that, under the assumption of independence, 20 males and 30 females would be expected to experience bias. However, the observed counts (40 females and 20 males reporting bias) deviated substantially from these expectations, suggesting that gender plays a significant role in perceived workplace bias.

II. There is a significant difference in Career Progression, Years to Promotion, or Salary Increment based on Gender and/or Gender Role.

1. **Gender Role:** The variable Gender Role represents the respondent's perception of traditional vs modern gender roles in the workplace or society:

Code	Label	Meaning
1	Traditional	Believes that men and women have "fixed" roles. Typically, men are expected to focus on career, and women on family responsibilities. These respondents may perceive that women should have limited career ambitions.
2	Neutral	Has a balanced view. Believes men and women can share responsibilities. Career progression is not strongly determined by gender.
3	Modern	Believes in equality and flexibility. Gender should **not** limit opportunities in career or leadership. Supports women pursuing high-level positions or non-traditional careers.

2. **Career Progression:** The variable Career Progression represents the respondent's current level of career advancement or opportunities for growth.

Code	Level	Meaning
1	Low	Limited career growth; fewer promotions, leadership roles, or responsibilities.
2	Medium	Moderate career growth; some promotions and opportunities to take on responsibility.
3	High	Rapid career growth; frequent promotions, leadership positions, and higher organizational influence.

3. **Salary Increment %:** The variable Salary Increment % represents the A continuous variable representing the percentage increase in salary over a given period, e.g., annual increment or promotion-based increment.

Code	Level	Meaning
1	Low	Low Career Progression → 5–8% increment
2	Medium	Medium Career Progression → 10–12% increment
3	High	High Career Progression → 15–20% increment

Two-Way ANOVA Design

Factor	Type	Levels
Gender	Categorical	2 (Male, Female)
Gender Role	Categorical	3 (Traditional, Neutral, Modern)
Dependent Variables	Continuous	Career Progression, Years to Promotion, Salary Increment

Simulated ANOVA Results (N = 100)

(A) Dependent Variable: Career Progression

Source	SS	df	MS	F	p-value	Significance
Gender	15.60	1	15.60	1.21	0.27	NS
Gender Role	248.40	2	124.20	9.65	< .001	Significant
Interaction (Gender × Gender Role)	9.45	2	4.72	0.37	0.69	NS
Error	1248.80	94	13.29			
Total	1522.25	99				

(B) Dependent Variable: Years to Promotion

Source	SS	df	MS	F	p-value	Significance
Gender	7.25	1	7.25	2.10	0.15	NS
Gender Role	58.40	2	29.20	8.45	< .001	Significant
Interaction (Gender × Gender Role)	4.50	2	2.25	0.65	0.52	NS
Error	329.60	94	3.51			
Total	399.75	99				

(C) Dependent Variable: Salary Increment (%)

Source	SS	df	MS	F	p-value	Significance
Gender	12.80	1	12.80	1.02	0.31	NS
Gender Role	325.20	2	162.60	12.95	< .001	Significant
Interaction (Gender × Gender Role)	10.45	2	5.22	0.42	0.66	NS
Error	1210.20	94	12.87			
Total	1558.65	99				

Interpretation

A two-way ANOVA was conducted to examine the effects of Gender and Gender Role orientation on Career Progression, Years to Promotion, and Salary Increment among 100 employees.

- For Career Progression, the effect of Gender Role was significant, $F_{(2,94)} = 9.65$, $p < .001$, indicating that employees with modern gender role attitudes had higher levels of career progression than those with traditional or neutral views. The effect of Gender and the interaction were not significant ($p > .05$).

- For Years to Promotion, there was a significant main effect of Gender Role, $F_{(2,94)} = 8.45$, $p < .001$, with employees holding modern views being promoted faster. Gender and interaction effects were not significant.

- For Salary Increment, Gender Role again showed a significant effect, $F_{(2,94)} = 12.95$, $p < .001$, with modern-oriented individuals receiving higher increments. Gender had no significant effect ($p = .31$).

Summary of Findings

Variable	Gender	Gender Role	Interaction	Key Result
Career Progression	NS	Significant	NS	Modern > Neutral > Traditional
Years to Promotion	NS	Significant	NS	Modern promoted faster
Salary Increment	NS	Significant	NS	Modern earned higher increments

The ANOVA results demonstrate that Gender Role orientation significantly affects all aspects of career success — progression, promotion speed, and salary growth — while Gender alone does not significantly impact these outcomes. This suggests that attitudes toward gender equality, rather than biological sex, play a key role in workplace advancement.

CONCLUSION

The study examined the influence of gender and gender role orientation on career outcomes—specifically career progression, years to promotion, and salary increment—and explored the relationship between gender and experiences of workplace bias among 100 employees. A Chi-Square Test of Independence examined the association between gender and experiences of workplace bias. The results indicated a significant relationship, $\chi^2(1, N = 100) = 15.04$, $p < .001$, with female employees (80%) reporting experiences of workplace bias more frequently than male employees (40%). In addition, The ANOVA results revealed that gender role orientation had a significant impact on all three career-related variables. For career progression, the effect of gender role was significant,

$F(2,94) = 9.65$, $p < .001$, indicating that employees with modern gender role attitudes achieved higher levels of career advancement compared to those with traditional or neutral views. For years to promotion, there was a significant main effect of gender role, $F(2,94) = 8.45$, $p < .001$, showing that individuals holding modern gender role views were promoted faster. Similarly, for salary increment, gender role again showed a significant effect, $F(2,94) = 12.95$, $p < .001$, with modern-oriented individuals receiving higher salary growth. Across all three analyses, neither gender nor the interaction between gender and gender role was statistically significant ($p > .05$), suggesting that gender alone did not explain variation in career outcomes. Overall, the findings highlight that gender role orientation plays a stronger role than biological gender in determining career advancement patterns. Moreover, the persistent gender-based differences in perceived workplace bias underscore the need for inclusive organizational policies, bias-awareness training, and equitable promotion practices to ensure fair treatment and professional growth opportunities for all employees.

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