

# Gender Inequality in the Workplace

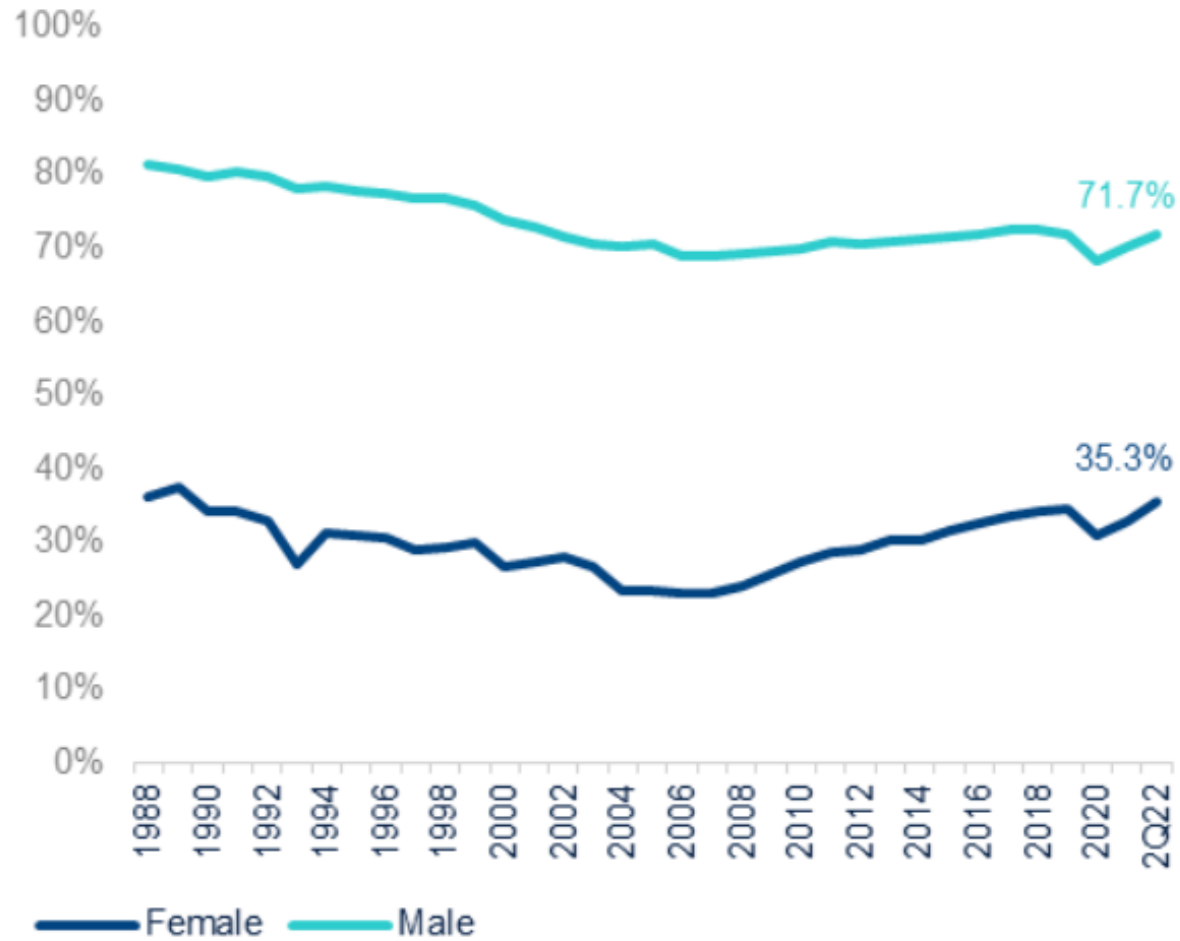
Assoc. Dr. Elif MANUOĞLU & Assistant Professor Büşra ALPARSLAN



# Statistics...

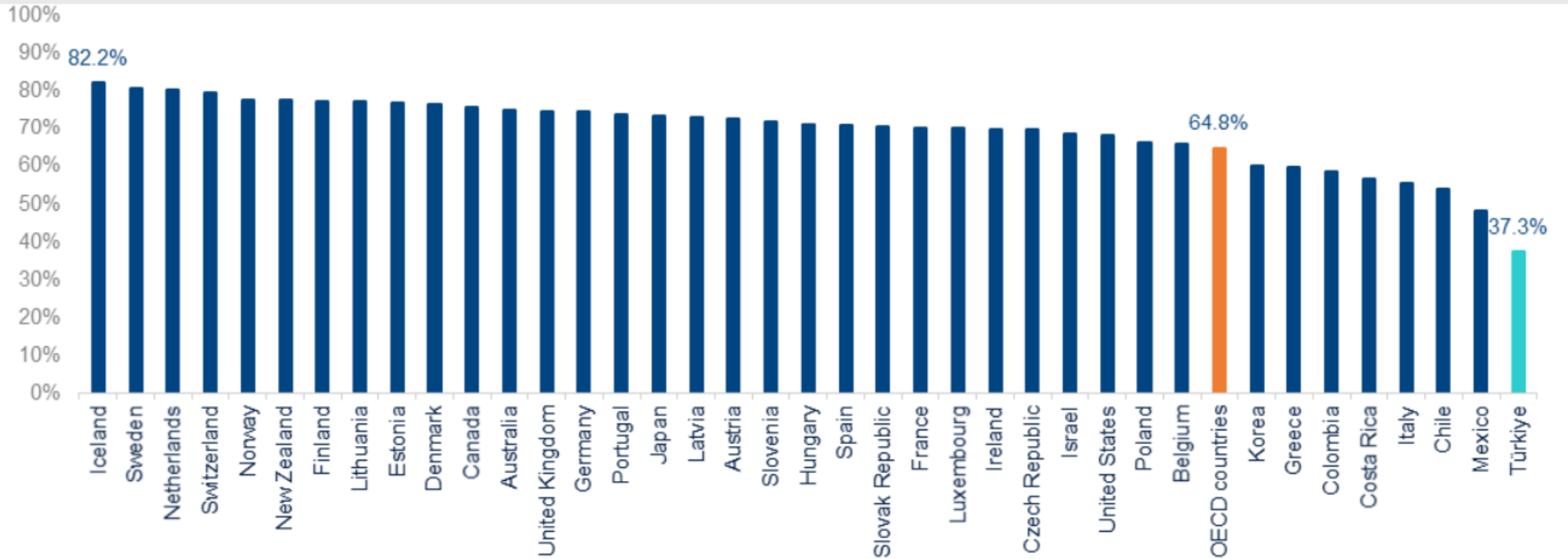
- Female labor force participation rate in Turkey: 35.35% (2024) - world average 51.07%
- Male labor force participation rate: 71.8% (TUIK, 2024) - twice as high as that of women
- While a significant proportion of women remain outside the labor market, many women work in the informal economy (ILO, 2024)
- The informal economy refers to economic activities that are not officially subject to state oversight, taxation, or social security systems (uninsured, no legal rights, no taxation, unofficial)
- Gender pay gap in Turkey: 15.6% (ILO-TUIK joint study, 2020)

Figure 1. LABOR FORCE PARTICIPATION RATE BY GENDER (%)



Source: World Bank, TÜRKSTAT

Figure 3. **FEMALE LABOR FORCE PARTICIPATION RATE (%) - OECD COUNTRIES (2021)**



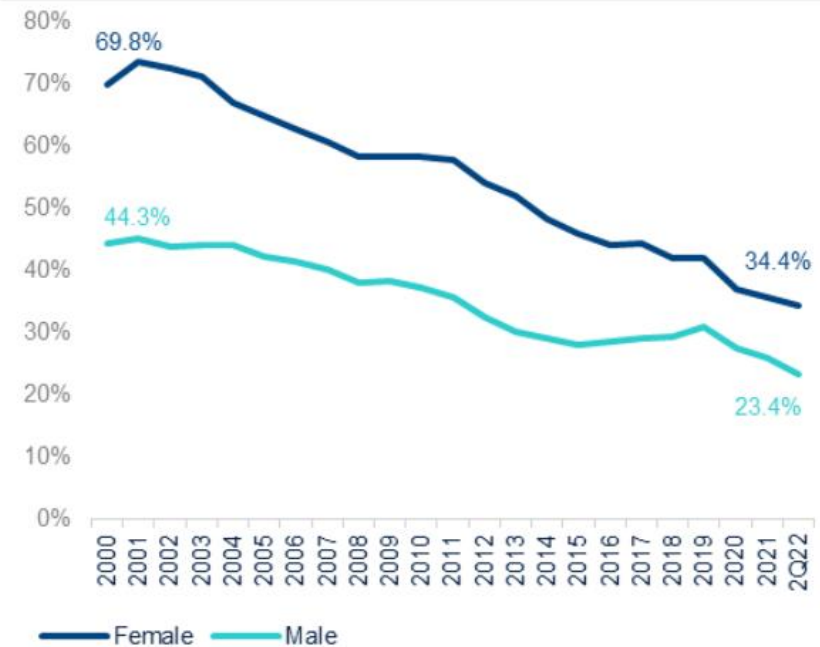
Source: OECD, Gender Statistics

Figure 4. **UNEMPLOYMENT RATE BY GENDER (%)**



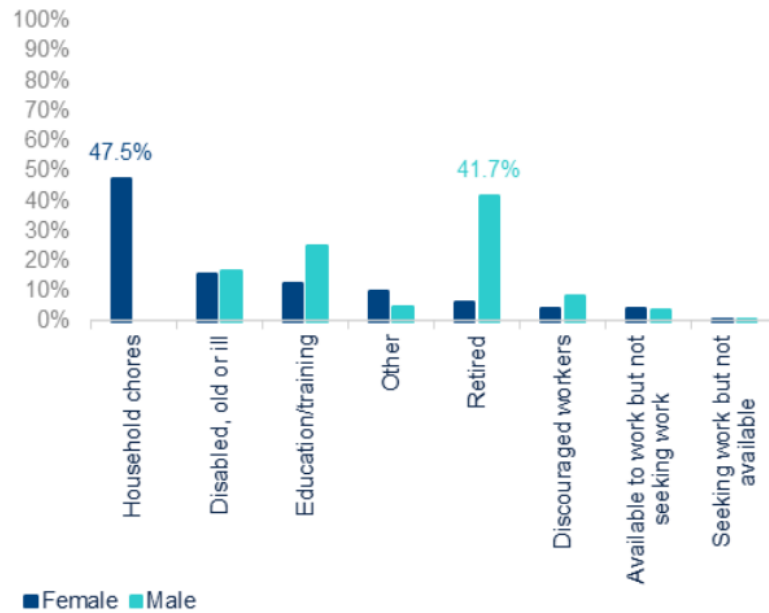
Source: World Bank, TURKSTAT

Figure 5. **UNREGISTERED EMPLOYMENT RATE BY GENDER (%)**



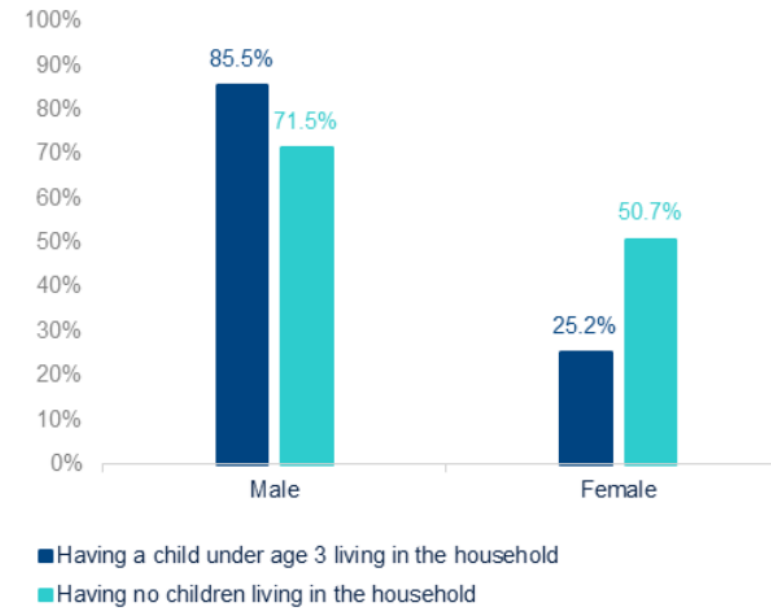
Source: TURKSTAT

Figure 10. **REASONS OF NOT BEING IN LABOR FORCE (15+) - 2Q22 (%)**



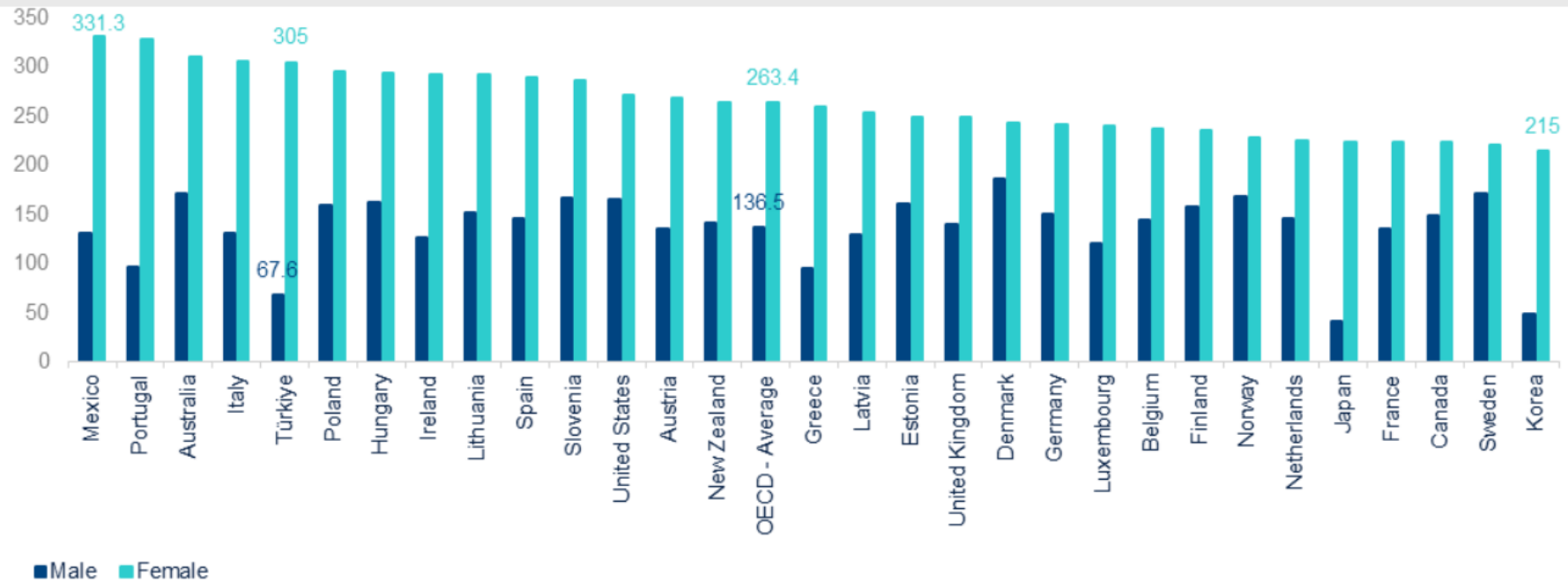
Source: TURKSTAT

Figure 11. **EMPLOYMENT RATE OF PERSONS AGED 25-49 - 2020**



Source: TURKSTAT

Figure 12. **TIME SPENT IN UNPAID WORK BY GENDER (MINUTES PER DAY) - LATEST AVAILABLE YEAR**



Source: OECD, Gender, Institutions and Development Database



# Women and the Informal Economy

Women are more likely to be exposed to informal work, especially in the following areas:

- Domestic services (cleaning, elderly/child care)
- Agriculture (family labor)
- Flexible and insecure jobs (daily labor, home-based production, etc.)
- This situation leads to women: Being deprived of social security
- Being unable to earn retirement rights
- Being condemned to low-income and insecure living conditions



# The Role of Women in Production in the Informal Economy

- The relationship between production and reproduction
- Marx: The production process depends on the continuous reproduction of the relationship between labor and capital, which in turn depends on the continuous growth of production.
- Maintenance, repair, preservation, and renewal of the means of production
- Renewal of the labor force so that it is ready for work the next day, and reproduction of future generations
- Women are the group that reproduces the most through their paid work in the public sphere in areas such as care, cleaning, maintenance, and organization, as well as through the invisible care work they provide in the home.
- Unpaid and invisible labor lowers women's status in society.
- Although the creation of surplus value depends on reproductive labor, society does not value it because reproduction does not directly generate surplus value.

# Concepts

- Gender inequality in the workplace: Refers to systematic and unfair differences between female and male employees that arise independently of ability (Stamarski & Son Hing, 2015).
- These inequalities manifest themselves at many levels:
- Gender Stereotypes
- Glass Ceiling Career Advancement Barriers
- Wage Inequality-Free Time Inequality
- Second Shift
- Discrimination in Job Distribution and Roles

# Gender Stereotypes

- Expresses prejudices about gender roles in line with the beliefs and values of society (Heimer and De Coster, 1999)
- Every society has certain ideas, norms, and moral standards about how women and men should behave and what roles they should take on
- These values are passed down from generation to generation and shape individuals' behavior
- Gender roles: Societies generally expect women and men to behave, take on responsibilities, and adopt attitudes differently
- For example, women are expected to be more involved in caregiving and housework, while men are expected to work outside the home and take on financial responsibility for the family
- Prejudices: Prejudices that develop around these roles, i.e., generalized and often unrealistic or exaggerated assumptions, limit individuals' abilities, interests, and behaviors.
- For example, stereotypical beliefs such as “Women cannot succeed in technical jobs.”

# Gender Stereotypes

- Gender stereotypes continue to shape workplace dynamics in subtle but powerful ways.
- These biases are effective in many areas, from performance evaluations to project assignments, and often operate below the conscious level of decision-makers (e.g., Trix & Psenka, 2003; Rivera & Tilcsik, 2019; Moss-Racusin et al., 2012).

# Common Manifestations:

- **Competence-Likeability Paradox:** Women who display assertive leadership qualities may be perceived as “difficult” or “aggressive,” while the same behaviors in men are seen as strong leadership
- **Maternity Bias:** Assumptions about women's commitment to work after having children can limit career opportunities even for women who do not have children
- **Trust Gap:** Women's contributions may be overlooked or downplayed due to unconscious biases about expertise and authority (IMD, 2023).
- **Double Standard for Women:** Being seen as inadequate for leadership when behaving femininely, and being perceived as trying to emulate masculinity when behaving masculinely.

# Concepts

- **Glass Ceiling Effect:** Invisible barriers that prevent women (minorities) from advancing to senior positions (especially management positions) (Johns, 2013)
- **Gender Pay Gap:** The difference in pay between women and men doing the same job (OECD, 2021)
  - The gender pay gap widens with age (up to 25%)
  - The gap increases as the level of education decreases
  - The gap is more pronounced in the private sector (ILO, 2020)
  - In the US, for the first time in 20 years, this gap widened again in 2024, to the detriment of women.
- **Occupational segregation:** Women and men are directed toward different occupational fields (Charles & Grusky, 2005; Hsiung, 2022)
  - It has been observed that wages in sectors where women are employed have fallen by 9% for men and 14% for women over the past decade (Harris, 2022). One of the main reasons for this is that the jobs in which women are concentrated are considered less prestigious.
- **Second Shift:** Women taking on household responsibilities after work

# Implicit Bias and Evaluation Processes

- **Implicit Bias:** Automatic judgments developed unconsciously against certain groups
- **Confirmation Bias:** The tendency to seek out information that supports existing beliefs
- Candidates with male names on the same resume receive 65% more interview calls, are offered higher starting salaries, and receive more career counseling—regardless of whether the evaluators are male or female (Moss-Racusin, 2012)
- Female candidates are three times more likely to be perceived as “aggressive” (Barber et al., 1999)
- Men are evaluated more positively than women in terms of leadership potential (Player et al., 2019)






**Martin R. Schneider**

@SchneidRemarks

 Follow

We did an experiment: For two weeks we switched names. I signed all client emails as Nicole. She signed as me. Folks. It  sucked.

7:03 PM - 9 Mar 2017

  3,217  5,818



**Martin R. Schneider**

@SchneidRemarks

 Follow

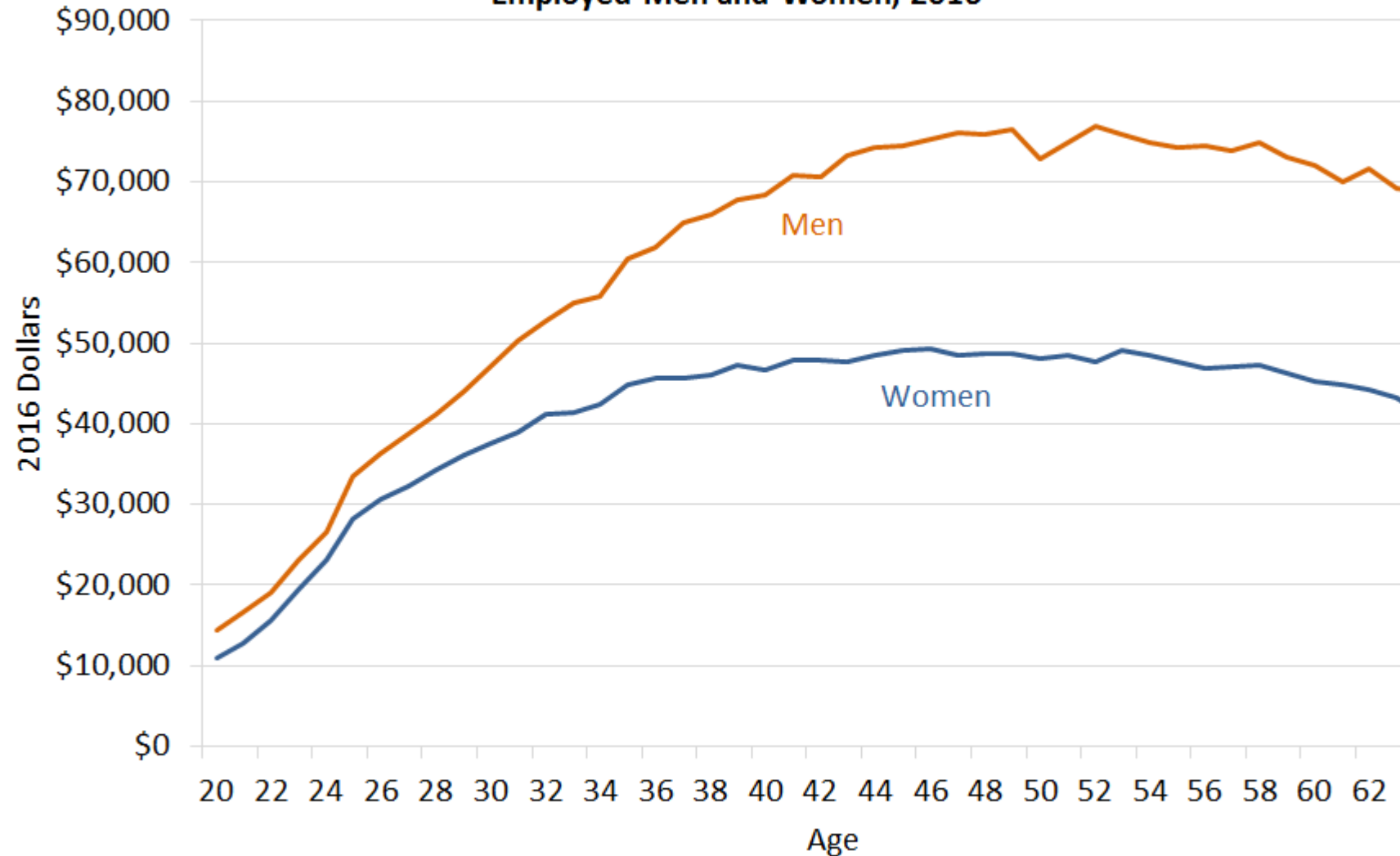
I was in hell. Everything I asked or suggested was questioned. Clients I could do in my sleep were condescending. One asked if I was single

# Gender Pay Gap

Rather than making a general comparison between women and men in terms of pay and promotion, comparing equivalent groups can produce more realistic results that reveal inequality.

## Wage and Salary Income

Employed Men and Women, 2016



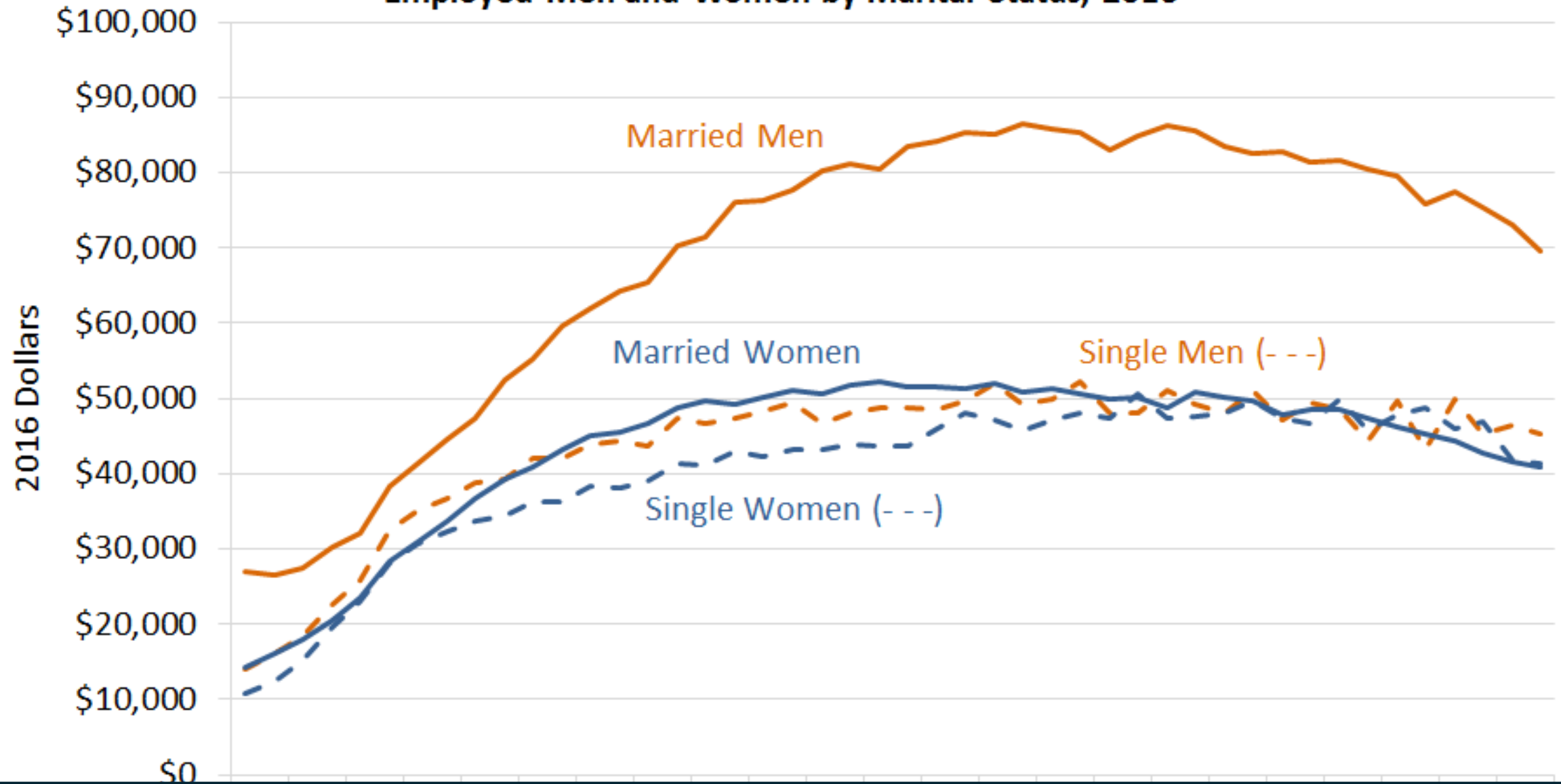
NOTE: Data cover employed men and women with at least a high school diploma.

SOURCE: IPUMS-USA, University of Minnesota; [www.ipums.org](http://www.ipums.org).

FEDERAL RESERVE BANK of ST. LOUIS

# Wage and Salary Income

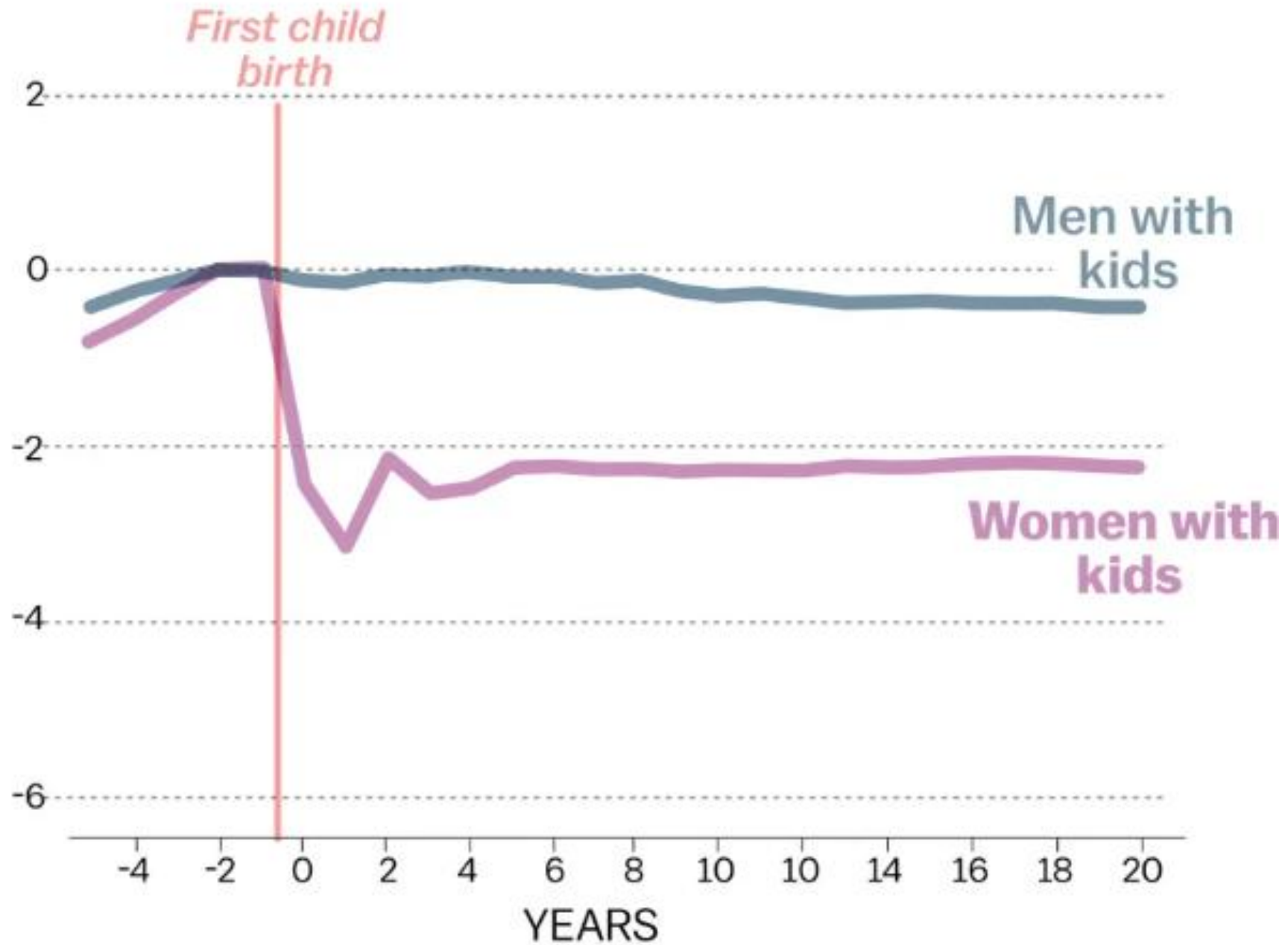
Employed Men and Women by Marital Status, 2016

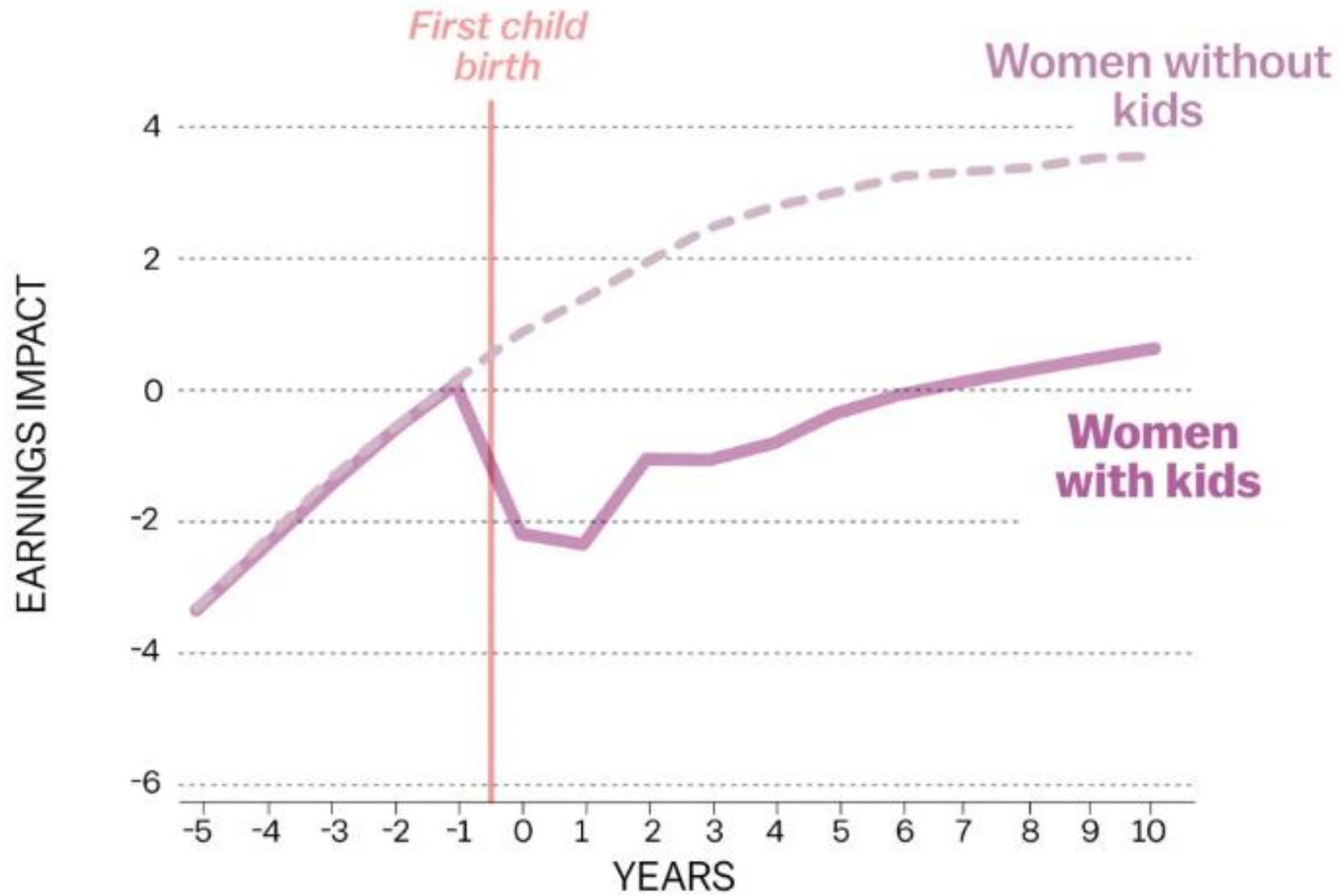


# Motherhood Penalty

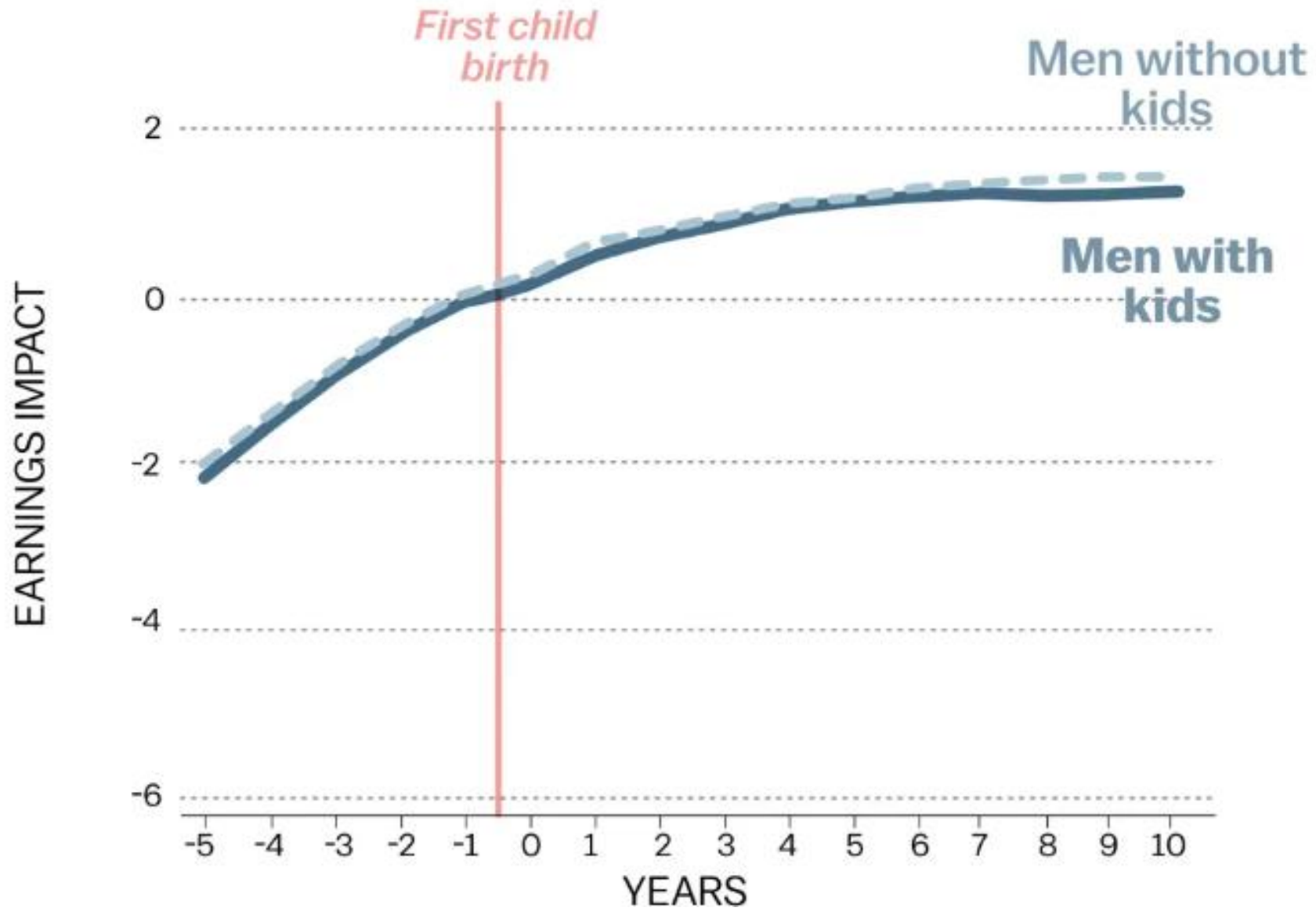
- Post-pregnancy resignation rate: 23%
- The likelihood of promotion after maternity leave decreases by 40%
- 67% of working mothers in Turkey experience obstacles to career advancement (AÇEV, 2022)

EARNINGS IMPACT











# Motherhood Penalty

- **Psychological Mechanisms:**
- **Role Congruity Theory:** Perceived conflict between the role of motherhood and the professional role.
- Perceived incompatibility between the “caregiver” role that motherhood brings and the professional “leader/employee” role.
- In other words, the idea that motherhood and professional success are mutually exclusive leads to negative evaluations of women in the workplace.
- **Stereotype Threat:** Stereotype pressure that negatively affects women's performance
- Negative stereotypes about women's roles in motherhood or work life can reduce their performance.
- For example, common prejudices such as “Mothers are not productive enough at work” can increase women's anxiety and negatively affect their performance.

# Recommendations for Policy Makers

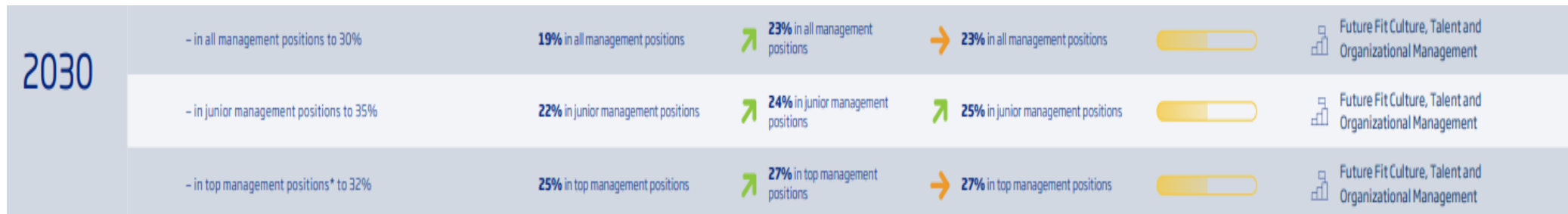
- Flexible working options
- Childcare support
- Parental leave policies (for both mothers and fathers)
- Mandatory paternity leave
- According to OECD data, in countries that offer six weeks of paid paternity leave, the gender pay gap is 4% and the gender gap in labor force participation is 3.7%.
- Pay transparency

# Enterprise-Level Solutions

- Blind CV evaluation systems
- Structured interview processes
- Transparent promotion criteria
- Mentoring and sponsorship programs
- Diversity targets and measurements
- Improvements in human resources policies (recruitment, performance evaluation, promotion, role distribution, remuneration, training, dismissal) (Stamarski & Son Hing, 2015)

# Corporate Success Stories:

- **Arçelik:** Aims to increase the percentage of women in management positions to 35% by 2030 through its women's leadership program.



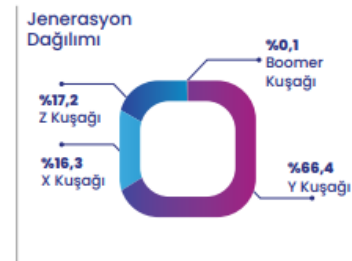
# Corporate Success Stories:

- Sabancı Holding pursues a comprehensive gender equality strategy in terms of leadership development.
- As of 2022, women account for 40–44% of management positions, and the goal for 2030 is to increase this percentage to 50%, particularly in senior positions.



**Giriş**  
Sabancı Topluluğu'nda 2023 yıl sonu itibarıyla alt işveren çalışanları da dâhil olmak üzere dünya genelinde 60 binden fazla kişiye istihdam sağlanmaktadır.

Farklı yetkinliklere sahip, üstün nitelikli insan kaynağı ile Sabancı Topluluğu, global bir oyuncu olma kararlılığıyla çıktığı yolda geleceğe emin adımlarla ilerlemektedir.



# Corporate Success Stories:

- Koç Holding and the HeForShe Campaign:
- Ömer M. Koç, Chairman of the Board of Koç Holding, is one of the global leaders of the HeForShe movement run by UN Women (United Nations Entity for Gender Equality and the Empowerment of Women).
- Koç Holding is one of 36 HeForShe Impact Champions worldwide (Koç Holding, 2021).
- Activities:
- Corporate Transformation: The human resources processes of all community companies were reviewed, and each company implemented comprehensive projects within its own sphere of influence.
- The language used in advertisements and communications was transformed using a gender filter.

# References

- Barber, M. E., Foley, L. A., & Jones, R. (1999). Evaluations of aggressive women: The effects of gender, socioeconomic status, and level of aggression. *Violence and Victims*, 14(4), 353.
- Charles, M., & Grusky, D. B. (2005). Occupational ghettos: The worldwide segregation of women and men. *Stanford University Press*.
- Johns, M. L. (2013). Breaking the glass ceiling: Structural, cultural, and organizational barriers preventing women from achieving senior and executive positions. *Perspectives in Health Information Management*, 1-13.
- Harris, J. (2022). Do wages fall when women enter an occupation? *Labour Economics*, 74.
- Hsiung, C. (2022). Gender-typed skill co-occurrence and occupational sex segregation: the case of professional occupations in the United States. *Gender & Society*, 36(4), 469-497.
- IMD. (2023, May 15). Gender inequality in the workplace. IMD. <https://www.imd.org/blog/leadership/gender-inequality-in-the-workplace/>
- Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., Graham, M. J., & Handelsman, J. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the National Academy of Sciences*, 109(41), 16474-16479.
- Player, A., Randsley de Moura, G., Leite, A. C., Abrams, D., & Tresh, F. (2019). Overlooked leadership potential: The preference for leadership potential in job candidates who are men vs. women. *Frontiers in Psychology*, 10, 391596.
- Rudman, L. A., & Kilianski, S. E. (2000). Implicit and explicit attitudes toward female authority. *Personality and Social Psychology Bulletin*, 26(11), 1315-1328.
- Stamarski, C. S., & Son Hing, L. S. (2015). Gender inequalities in the workplace: the effects of organizational structures, processes, practices, and decision makers' sexism. *Frontiers in psychology*, 6, 1400.
- TÜİK (2023). İstatistiklerle Kadın Raporu