Exploring Theories of Workplace Gender Inequality and Its Outcomes: A Systematic Literature Review

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ABSTRACT

This study conducted a comprehensive literature review to address the critical issue of gender inequality in the workplace. The aim was to identify and synthesize existing research and provide a theoretical framework for future studies. Following the PRISMA guidelines and using relevant keywords, 76 articles were selected for full-text review from multiple databases. Eight main theories were identified, including Social Comparison Theory, Social Exchange Theory, Gender Stratification Theory, Social Role Theory, Social Identity Theory, Resource Conservation Theory, Role Congruity Theory, and Gender Difference Theory. By developing a theoretical framework, this study provides a basis for future research and allows researchers to develop more robust hypotheses and select appropriate measures and methods. Ultimately, this study contributes to the broader understanding of gender inequality in the workplace and its consequences for organizations and society as a whole

Keywords: Gender, workplace, gender inequality, systematic literature review

Introduction

Gender inequality in the workplace is a persistent and pervasive problem that has received significant attention from scholars, policymakers, and practitioners in recent decades. Despite significant progress made in promoting gender equity in the workplace, women continue to face barriers to advancement and experience discrimination based on their gender. These barriers and biases not only affect women's career prospects and economic security but also have broader social and economic consequences for organizations and society as a whole (Blau & Kahn, 2017; Catalyst, 2021).

Given the importance of understanding and addressing workplace gender inequality, there is a need for research that can provide insights into the causes and consequences of this phenomenon. In this study, we conducted a literature review of theories used to explain workplace gender inequality and its outcomes. Our aim was to identify and synthesize the existing research on this topic and provide a comprehensive overview of the main theories and perspectives that have been used to explain gender inequality in the workplace. Such a literature review of theories on workplace gender inequality serves three main purposes. Firstly, a literature review can help to provide an overview of the current state of knowledge about workplace gender inequality by identifying the main theories and perspectives that have been used to explain this phenomenon, as well as summarizing the existing research on this topic (e.g., Eagly & Carli, 2007; Heilman, 2001).

By understanding the current state of knowledge, researchers can identify gaps in the literature and develop new research questions and hypotheses and contribute to the field (e.g., Acker, 1990; England, 1992). Secondly, by developing a theoretical framework that can guide the research by identifying the main theories and perspectives that have been used to explain workplace gender inequality, researchers can develop a framework for their research and select appropriate measures and methods (e.g., Adler & Izraeli, 1994). Thirdly, by paving a way forward for building more robust research as a sizeable number of researchers do not have a theoretical underpinning for their proposed hypotheses thus making it weaker in contribution.

To conduct our literature review, we followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Moher et al., 2009). We searched multiple databases, including Web of Science, Scopus, and Google Scholar, using relevant keywords such as "workplace gender inequality," "gender discrimination," and "gender bias." We limited our search mostly to articles published in peer-reviewed journals between 2000 and 2021. After screening the titles and abstracts of the identified articles, we selected 76 articles that met our inclusion criteria for full-text review.Refer to Figure 1 to understand the PRISMA process.

Our review identified eight main theories that have been used extensively in management research to explain workplace gender inequality and its outcomes. These theories are Social Comparison Theory, Social Exchange Theory, Gender Stratification Theory, Social Role Theory, Social Identity Theory, Resource Conservation Theory, Role Congruity Theory, and Gender Difference Theory. Further, the outcomes explained through the theories have also been listed. The outcomes are majorly behavioural, attitudinal and psychological health. The next sections include the research methodology section highlighting the process of theory identification followed by the findings section elaborately discussing the eight theories followed by conclusion.

Research Methodology

I.   Process of identifying articles

To conduct this systematic literature review (SLR), the authors followed Tranfield et al. (2003) and utilized a structured search process on the Scopus database to identify all relevant publications written in English up to 2022. The search queries were constructed by combining two sets of keywords using the logical operator AND. The first set of keywords consisted of gender-relateddiscrimination terms such as "gender," "female," "women,""discrimination", "gender stereotype," "glass ceiling'' and "gender bias," "gender discrimination", "gender equality", "gender inequality." The second set of keywords focused on discrimination and workplace or organization and included terms such as "workplace", "organization'', "management."By using this approach, the authors ensured a comprehensive search of the relevant literature.

II.   Criteria for Inclusion and exclusion

The authors established several inclusion and exclusion criteria for their SLR. Firstly, they searched for paper for the last five decades but deemed the two decade (2000-2022) to be a significant period for research and chose to focus on papers published during that time. This approach is consistent with other recent SLRs (e.g., Weinfurtner & Seidl, 2018), which assume that papers published within the last two decade capture the central insights of prior research. After excluding disciplines that were out of the scope of the SLR, such as Health and Neuroscience, only 89 papers remained.

Secondly, the authors only included articles from peer-reviewed journals and excluded book chapters and conference proceedings to ensure high quality. Thirdly, they included articles mostly from management journals but also included seminal papers from sociology and gender studies. They aimed to value the interdisciplinarity and multiple viewpoints of the theme and included all subject areas that gave consistent results according to the scope of the research.

Lastly, while the primary objective of an SLR is to provide a complete view of existing research, the authors focused on those theories which have been mostly used in explaining workplace gender inequality and its outcomes. The goal is to provide a synopsis of those theories which have been most adopted in management, sociology and gender research and the outcomes it has explained. The outcomes are attitudinal, psychological and behavioral. The aim of the literature review is to help provide the readership with relevant literature to support for research to facilitate the implementation of DE&I strategies. To achieve this, the authors aimed to consolidate a coherent knowledge base rather.

Findings

After taking stock of the general features of the reviewed studies, the authors systematized them, relying upon different theories and aspects behavioural outcomes it helps explain (refer to Table 1). The authors identified eighttheoriesthat have been most extensively used in management journals to explain workplace gender inequality and its outcome.

A. Gender Stratification theory

"A General Theory of Gender Stratification" by Rae Lesser Blumberg (1984) provides a comprehensive framework for understanding the unequal distribution of resources, opportunities, and power between men and women in society. The author argues that gender stratification is a result of a complex interplay between gender roles, social norms, and institutional practices. Gender roles and stereotypes shape expectations for men and women's behaviours, abilities, and aspirations, which can limit opportunities and access to resources for certain groups, but at the same time, these unequal outcomes also reinforce and perpetuate gender roles and stereotypes.

Blum highlights the role of social institutions such as the economy, the family, and the organization in shaping gender stratification. These institutions can either reinforce or challenge gender inequality, depending on their policies and practices. The author argues that policies such as gender neutral practices, especially human resource practices and anti-discrimination policies can help to reduce gender inequality, while policies that reinforce traditional gender roles and stereotypes can reinforce inequality. "A General Theory of Gender Stratification" provides a valuable framework for understanding the ways in which gender stratification operates in organizations and the ways in which it can be challenged and transformed. The theory has continued to be widely cited and influential in the field of sociology and organizations, offering a comprehensive and systematic perspective on the issue of gender stratification. Further, The examination of stratification has evolved to encompass disparities between racial and ethnic groups when differentiated by gender (Collins, 2004; Grusky & Szelenyi, 2011; Massey, 2008).

Gender stratification theory posits that gender operates as a social system in which men hold more power and status compared to women, resulting in systematic gender-based disparities in a range of domains, including the workforce, education, politics, and family life (Becker & Moen,

1999). The literature on gender stratification in the workplace highlights the persistent disparities in pay, promotions, and leadership opportunities between men and women (Budig & England, 2001). A large body of research has demonstrated that women continue to earn less than men for the same work, a phenomenon commonly referred to as the "wage gap" (Blau & Kahn, 2017). The disparity reflected in wages is preceded by disparity in opportunities (DeTienne and Chandler, 2007). Such disparities between men and women indicate the gendered approach of organizations. Women are disadvantaged compared to men (Mabsout and van Staveren, 2010) creating an invisible divide. Moreover, research has also shown that women are underrepresented in high-level management positions, with less than 5% of Fortune 500 CEOs being women (Catalyst, 2018).In addition to pay and promotions, research has also documented disparities in work-family conflict and work-life balance for men and women.

Finally, the literature on gender stratification has also explored the impact of organizational policies and practices on gender inequalities in the workplace. For instance, research has shown that flexible work arrangements, such as telecommuting and part-time work, can be beneficial for both men and women in balancing work and family demands (Hammer & Coltrane, 1996). Moreover, research has also demonstrated the positive impact of diversity and inclusion initiatives on reducing gender disparities in the workplace (Rogghe, et al., 2019).

In conclusion, the literature on gender stratification highlights persistent gender-based disparities in a range of domains, including the workplace. These disparities are not just a matter of individual attitudes and beliefs, but are deeply ingrained and institutionalized in various societal structures and practices. The literature also highlights the importance of considering the intersections of other forms of stratification, such as race, class, and sexual orientation, in understanding the experiences of individuals and the persistence of gender inequalities in the workplace.

B. Resource Conservation Theory

Resource conservation theory (RCT) posits that individuals and groups seek to acquire and maintain resources, and will prioritize the conservation of those resources over their distribution (Hobfoll, 1989). This theory has been applied to the study of workplace gender inequality, which often results from the unequal distribution of resources such as pay, promotions, and opportunities for training and development.

According to RCT, individuals who perceive a threat to their resources will engage in behaviors to protect those resources. In the workplace, this can manifest as resistance to change or competition with others for limited resources. In the context of gender inequality, women may be perceived as a threat to the resources that men have traditionally held in the workplace, leading to resistance to women's advancement (Eagly & Karau, 2002). RCT has been used in explaining many relations, most notable is the impact of gender inequality and work-life conflict (Clercq & Brieger, 2021)

Several studies have found support for RCT in the context of workplace gender inequality. For example, a study by Diekman and Hirnisey (2007) found that men who perceived a threat to their resources (in this case, the prospect of women receiving preferential treatment in hiring and promotion) were less supportive of women's workplace equality initiatives. Another study by Lim and Johnson (2002) found that men who perceived a threat to their resources were more likely to engage in sexual harassment of female co-workers.

However, RCT is not without its limitations in explaining workplace gender inequality. Some researchers have pointed out that the theory does not take into account the historical and cultural factors that have contributed to gender inequality, such as socialization and discrimination (Ridgeway & Correll, 2004).

C. Social Role Theory

Social role theory posits that gender differences arise from the roles that men and women occupy in society, rather than from innate biological differences (Eagly, 1987). In the workplace, these gender differences can manifest in the form of gender inequality, including disparities in pay, promotions, and opportunities for training and development. Social role theory offers a framework for understanding the role of socialization and occupational segregation in perpetuating gender inequality in the workplace.

According to social role theory, gender roles are learned through socialization, which occurs through interactions with family, peers, and institutions such as schools and the media (Eagly & Wood, 2012). Children are socialized into gender roles from a young age, with boys encouraged to adopt masculine traits such as independence and competitiveness, and girls encouraged to adopt feminine traits such as nurturance and emotional expressiveness (Cejka & Eagly, 1999). This socialization process can have long-lasting effects, with men and women occupying different roles in the workplace as a result of their gendered socialization.

Occupational segregation is a key manifestation of social role theory in the workplace. Women are often concentrated in certain occupations and industries, such as teaching, nursing, and clerical work, while men are concentrated in other occupations and industries, such as engineering, finance, and construction (Bureau of Labor Statistics, 2021). This occupational segregation can contribute to gender inequality, as male-dominated fields tend to offer higher pay and more opportunities for advancement than female-dominated fields (Schneider & Bos, 2019).

Research has found support for social role theory in the context of workplace gender inequality. For example, a meta-analysis by Eagly and Karau (2002) found that women in male-dominated occupations were more likely to experience discrimination than women in female-dominated occupations, suggesting that occupational segregation contributes to gender inequality.

However, social role theory is not without its limitations in explaining workplace gender inequality. Critics of the theory argue that it overlooks the potential for change and agency, and assumes that gender roles are fixed and unchanging (Bem, 1981). Additionally, social role theory does not address the potential for discrimination and bias in hiring, promotion, and pay decisions, which can contribute to gender inequality in the workplace (Correll, Benard, & Paik, 2007).

In conclusion, social role theory offers a useful framework for understanding the role of socialization and occupational segregation in perpetuatinggender inequality in the workplace. However, further research is needed to explore the limitations of the theory and to identify potential avenues for addressing gender inequality in the workplace.

D. Social Exchange Theory

Social exchange theory is a useful framework for understanding workplace gender inequality. According to this theory, people engage in social interactions and relationships with others with the

expectation of receiving something of value in return. When these exchanges are balanced and fair, individuals are more likely to be satisfied with the relationship and continue to engage in the exchange. However, when the exchange becomes imbalanced or unfair, individuals may become dissatisfied and may even choose to terminate the relationship (Blau, 1964).

In the context of the workplace, social exchange theory suggests that employees exchange their skills, knowledge, and labor for various rewards, such as salary, benefits, and opportunities for career advancement (Homans, 1958). Gender inequality in the workplace occurs when women are systematically denied access to these rewards, despite providing equal or greater value to the organization than their male counterparts. This imbalance in the exchange can lead to negative consequences for women, including lower job satisfaction, decreased organizational commitment, and higher turnover intentions (Liao, Joshi, & Chuang, 2004).

Research has shown that social exchange theory is a useful framework for understanding the consequences of workplace gender inequality. For example, in a study of gender discrimination in the workplace, researchers found that female employees who reported experiencing discrimination had lower job satisfaction and higher turnover intentions than their male counterparts (Liu, Brockner, & Chen, 2017). Similarly, a study of gender differences in mentoring relationships found that women were less likely to receive mentoring than men, and that this disparity was associated with lower job satisfaction and organizational commitment among women (Ragins & Cotton, 1999).

In addition to these negative consequences for women, social exchange theory also suggests that workplace gender inequality can have negative consequences for organizations. When women are systematically denied access to rewards, it can lead to decreased productivity, decreased innovation, and decreased organizational performance (Dreher, 2003). This is because organizations that fail to value and utilize the skills and contributions of all employees, regardless of gender, are at a disadvantage in a competitive marketplace.

Overall, social exchange theory provides a useful framework for understanding workplace gender inequality and its consequences. By recognizing the importance of fair and balanced exchanges in the workplace, organizations can work to eliminate gender-based disparities and create a more equitable and productive work environment for all employees

E. Social Identity Theory

Social Identity Theory (SIT) is a well-established theory that explains how individuals define themselves and their place in society based on their membership in various social groups (Tajfel & Turner, 1979). According to SIT, individuals have a strong desire to belong to social groups and will often conform to group norms and attitudes to enhance their self-esteem and maintain a positive social identity (Bates, Thomas and Timming, 2021). In the workplace, individuals identify with their occupation and the organization in which they work, and these identities can strongly influence their behavior and attitudes towards others (Ellemers, Gilder, & Haslam, 2004).

Studies have shown that social identity processes play a critical role in perpetuating workplace gender inequality. For example, research has demonstrated that women are often perceived as less competent and less committed to their careers compared to men, which can lead to a devaluation of their contributions and exclusion from informal networks (Heilman, Block, & Martell, 1995). These negative attitudes towards women are perpetuated by the gender norms and

stereotypes that are prevalent in many organizations and society as a whole (Ridgeway, 2011). As a result, women may face significant barriers to advancement and may be paid less than their male counterparts, which can have negative consequences for their career satisfaction and well-being (Lyness & Thompson, 2000; Nishii, Lepak, & Schneider, 2008).

SIT can also help explain the consequences of workplace gender inequality. According to SIT, individuals who feel that they are not valued or respected by their social group may experience negative affect and lower self-esteem (Ellemers et al., 2004). In the workplace, women who are excluded from informal networks and perceive bias in their treatment may experience increased stress and work-family conflict, as well as decreased job satisfaction and commitment to their careers (Kossek, Lautsch, & Eaton, 2006). Additionally, women who experience workplace gender inequality may be more likely to leave their organizations or withdraw from their careers altogether, which can have significant economic and societal consequences (Blau & Kahn, 2017).

In summary, Social Identity Theory provides a useful framework for understanding the ways in which social group membership can influence workplace behavior and attitudes. Studies have demonstrated that workplace gender inequality can be perpetuated by negative gender stereotypes and norms, which can have significant negative consequences for women's career outcomes and well-being.

F. Role Congruity Theory:

Role congruity theory posits that gender stereotypes play a crucial role in shaping attitudes and behaviors towards women in the workplace, which can ultimately lead to workplace gender inequality (Eagly & Karau, 2002). According to this theory, people hold certain expectations about the appropriate behaviors and characteristics of individuals in particular roles or jobs based on their gender. These gender stereotypes can lead to negative evaluations, bias, and discrimination, ultimately limiting women's career opportunities and contributing to gender inequality in the workplace.

The concept of "role expectations" is central to role congruity theory (Heilman, 2001). When women violate these expectations by pursuing careers in traditionally male-dominated fields, they may face a "double bind" in which they are penalized for failing to conform to gender stereotypes while also being held to higher standards than their male counterparts (Eagly & Karau, 2002). This can result in gender-based discrimination and limited career advancement opportunities for women.

Several studies have examined the impact of role congruity theory on workplace gender inequality. Heilman and Okimoto (2007) found that women who pursued leadership positions were often evaluated less favorably than men in the same roles, particularly when the leadership position was male-dominated. Similarly, a study by Rudman and Glick (2001) found that women who pursued traditionally male-dominated careers were perceived as less likeable and less competent than men in the same roles.

Another study by Glick and Fiske (1996) found that individuals tended to hold more negative attitudes towards women who occupied traditionally male roles, which can lead to negative outcomes for women in the workplace. In addition, another study by Koenig et al. (2011) found that women who violated gender stereotypes were more likely to experience social exclusion and ostracism in the workplace.

The consequences of workplace gender inequality as explained by role congruity theory include reduced job satisfaction, decreased motivation, and higher turnover rates for women who experience gender discrimination or bias (Lyness & Thompson, 2000). Women who face gender-based discrimination may also experience feelings of anger, frustration, or resentment, which can negatively impact their well-being and career development.

Overall, the use of role congruity theory can help to explain some of the factors that contribute to workplace gender inequality, particularly with regard to the types of jobs and roles that women are able to pursue. However, it is important to note that role congruity theory is just one of many theories that have been proposed to explain gender inequality in the workplace, and that it is not without its limitations. Further research is needed to fully understand the complex nature of workplace gender inequality and its consequences.

G. Social Comparison Theory

The social comparison theory was first introduced by Leon Festinger in 1954. This theory suggests that people have an innate need to evaluate themselves by comparing their abilities, opinions, and characteristics with those of others. According to the theory, individuals engage in two types of social comparisons: upward comparison and downward comparison. Upward comparison involves comparing oneself with individuals who are perceived to be better than oneself, while downward comparison involves comparing oneself with individuals who are perceived to be worse off.

Studies have shown that gender differences play a significant role in social comparison. Women tend to engage in more downward social comparisons than men, while men tend to engage in more upward social comparisons than women (Wood, 2016). This difference is attributed to the societal norms that encourage men to be competitive and assertive while women are socialized to be more nurturing and cooperative.

Gender inequality in the workplace is a pervasive problem that has been extensively studied. Studies have shown that women are often subjected to discrimination in the workplace, such as lower pay, fewer promotions, and fewer opportunities for career advancement compared to their male counterparts (Eagly & Carli, 2020). This inequality is a result of societal norms and gender stereotypes that perpetuate the idea that men are better suited for certain jobs or positions than women.

The social comparison theory can be used to explain why workplace gender inequality persists. Women who experience gender inequality in the workplace often engage in downward social comparisons with their male colleagues. This comparison can lead to negative emotions, such as envy, anger, and frustration (Jiang, Xinsheng; Wang, Jinyu, 2020). These negative emotions can lead to decreased job satisfaction, lower self-esteem, and reduced motivation to perform well in the workplace.

On the other hand, men who experience workplace gender inequality often engage in upward social comparisons with their male colleagues. This comparison can lead to a sense of entitlement and superiority over their female colleagues (Ellemers, Barreto, & Spears, 2018). This sense of entitlement can lead to behaviors such as sexual harassment and discrimination towards their female colleagues.

The consequences of workplace gender inequality are far-reaching and can have significant impacts on individuals and organizations. Workplace gender inequality can lead to decreased job satisfaction, lower self-esteem, and reduced motivation to perform well in the workplace. It can also lead to increased turnover and absenteeism, which can be costly for organizations (Eagly & Carli, 2020).

The social comparison theory provides a useful framework for understanding the persistence of workplace gender inequality and its consequences. Women who experience gender inequality in the workplace often engage in downward social comparisons, while men who experience gender inequality engage in upward social comparisons. These comparisons can lead to negative emotions, decreased job satisfaction, and lower self-esteem. Workplace gender inequality can also have significant impacts on organizations, such as increased turnover and absenteeism. Therefore, it is important for organizations to address workplace gender inequality to create a more equitable and inclusive workplace for all employees.

H. Gender Difference Theory:

Gender difference theory posits that gender differences are inherent, biologically-determined, and immutable, and that these differences account for the unequal distribution of power, status, and resources between men and women in society. This theory has been used to explain the persistence of gender inequality in the workplace, where women are often paid less than men, underrepresented in leadership positions, and subjected to discriminatory treatment.

Several studies have found that women are paid less than men for the same work. A study by the National Women's Law Center (NWLC) found that women who work full-time, year-round earn only 82 cents for every dollar earned by men (NWLC, 2021). Similarly, a study by the Institute for Women's Policy Research found that women earn 81 cents for every dollar earned by men, resulting in a lifetime wage gap of over $400,000 (IWPR, 2021). The persistence of this wage gap has been attributed to a variety of factors, including discrimination and bias, as well as differences in education, experience, and occupation (Blau & Kahn, 2017).

In addition to being paid less, women are also underrepresented in leadership positions. A study by Catalyst found that women hold only 29% of senior management positions globally (Catalyst, 2021). Other studies have found similar trends, with women Catalyst, 2021occupying fewer than 25% of executive and board positions in Fortune 500 companies (Catalyst, 2021; Jess et al., 2019). Research suggests that this underrepresentation is due, in part, to gender bias in hiring and promotion decisions, as well as cultural and societal expectations about gender roles (Eagly & Karau, 2002; Heilman, 2001).

Gender difference theory has also been used to explain the discriminatory treatment that women often face in the workplace. For example, a study by the National Women's Law Center found that women are more likely than men to experience sexual harassment on the job (NWLC, 2018). Research has linked this phenomenon to power differentials between men and women, as well as cultural norms that condone and normalize sexual harassment and discrimination (Vescio et al., 2003).

The consequences of workplace gender inequality, as explained by gender difference theory, are significant. Women who are paid less than men for the same work may experience economic insecurity, which can lead to a range of negative health outcomes, including stress, depression, and anxiety (Clancy, 2020). Women who are underrepresented in leadership positions may miss out on opportunities for career advancement and professional development, which can limit their earning potential and their ability to influence organizational decisions. Women who experience discriminatory treatment in the workplace may experience trauma and psychological distress, which can affect their overall well-being and their ability to perform their jobs effectively (Cortina et al., 2001).

In conclusion, while gender difference theory has been used to explain the persistence of workplace gender inequality, it is important to recognize that this theory has been criticized for its reliance on biological determinism and its failure to account for social and cultural factors that contribute to gender inequality. Nonetheless, workplace gender inequality remains a pervasive issue, with significant consequences for women's economic security, career advancement, and overall well-being. Addressing this issue requires a multifaceted approach that includes policies and practices that promote gender equity, as well as cultural change that challenges gender stereotypes and biases. Research also suggests that diversity initiatives, such as mentoring programs and bias training, may help to mitigate the effects of gender bias and discrimination in the workplace (Kalev et al., 2006).

Conclusion

The purpose of this paper is to conduct a systematic literature review (SLR) on gender and the workplace. Specifically, this study examines the theories that have been used to explain workplace gender inequality, drawing from studies published between 2000 and 2022, as well as seminal papers from sociology and related disciplines. To the best of the authors' knowledge, this is the first SLR on this topic. The study contributes to academic knowledge by identifying theories and outcomes related to attitudinal, behavioral, and psychological health, and proposes avenues for future research. Additionally, the authors recommend the adoption of more rigorous research methods in gender and workplace research.

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Table 1: Comprehensive Snapshot of Eight Identified Theories and Related Outcomes

Theory	Proponent	Description	Constructs Explained	Relevant Researches
Social Comparison Theory	Festinger (1954)	Individuals compare themselves to others to evaluate their abilities and opinions, and to gain accurate knowledge about themselves and the world around them.	Power distance, Job satisfaction, Job motivation, Self-esteem, Motivation, Absenteeism, Turnover	Eagly & Carli, 2020; Ellemers, Barreto, & Spears, 2018; Jiang, Xinsheng; Wang, Jinyu, 2020
Social Exchange Theory	Homans (1958)	Social behavior is the result of rational calculations made by individuals seeking to maximize their rewards and minimize their costs in social	Career advancement, Rewards and recognistions, Job satisfaction, Organizational commitment, Turnover intension,	Blau & Kahn, 2017; Kossek, Lautsch, & Eaton, 2006; Ellemers et al., 2004; Lyness & Thompson, 2000; Nishii; Lepak, & Schneider, 2008; Ridgeway, 2011;

		relationships.	Mentoring, Innovative workplace behaviour, Firm productivity, Firm performance, Firm innovation, Psychological contract, Organizational citizenship behavior	Heilman, Block, & Martell, 1995; Ellemers, Gilder, & Haslam, 2004; Chin and Hung 2013
Gender Difference Theory	Gumperz, Drew, and Goodwin, 1982	Gender differences are inherent, biologically-determined, and immutable, and that these differences account for the unequal distribution of power, status, and resources between men and women in society	Pay disparity,	Gender Difference Theory
Gender Stratification theory	Blumberg (1984)	Gender is a socially constructed system of power relations that organize individuals into hierarchical groups based on their perceived sex.	Leadership opportunities, Promotion opportunities, Pay disparity, Work-family conflict, Board diversity, Career advancement opportunities	Budig & England, 2001 Blau & Kahn, 2017 DeTienne and Chandler, 2007 Catalyst, 2018 Badgett, 2009 Collins, 2000 Rogghe, et al., 2019
Social Role Theory	Eagly and Wood, 1985)	Gender differences and stereotypes are a result of the different roles that men and women occupy in society, which shape their behaviors, values, and attitude	Pay disparity, Promotion and opportunity, Training and development, Occupational segregation, Workplace gender ratios	Liao, Joshi, & Chuang, 2004; Liu, Brockner, & Chen, 2017; Ragins & Cotton, 1999, Dreher, 2003

Social Identity Theory	Tajfel and Turner, 1986	Individuals form their self-concept based on their group memberships and use this group membership to enhance their self-esteem and social identity.	Team communication, Team conflict, Networking, Organizational commitment, Wage gap, Job satisfaction, Career satisfaction, Well-being, Self-esteem, Ingroup outgroup dynamic, Stress, Work-life conflict, Career breaks	Ellemers, Gilder, & Haslam, 2004; Heilman, Block, & Martell, 1995; Ridgeway, 2011; Lyness & Thompson, 2000; Nishii, Lepak, &Schneider, 2008; Ellemers et al., 2004; Kossek, Lautsch, & Eaton, 2006; Eagly & Karau, 2002; Heilman and Okimoto, 2007; Rudman and Glick, 2001; Koenig et al., 2011
Resource Conservation Theory	Hobfoll, 1989	Individuals manage their resources, such as time and energy, to maintain their well-being, and that this resource management may explain why individuals experience work-family conflict.	Resistance to change, Career advancement, Sexual harassment, Emotions burnout, Work-family conflict,	Eagly, A. H., & Carli, L. L, 2007; Kark, R., & Eagly, A. H., 2010; Becker, J. C., & Swim, J. K., 2012; Brescoll, V. L., & Uhlmann, E. L., 2008; Cech, E. A., & Blair-Loy, M., 2010; Major, B., & O'Brien, L. T., 2005; Diekman and Hirnisey, 2007; Lim and Johnson, 2002; Ridgeway & Correll, 2004
Role Congruity Theory	Eagly and Karau, 2002	Women and men are perceived as better suited for different types of roles due to societal gender stereotypes, leading to gender disparities in leadership positions.	Career opportunities, Job segregation, Performance appraisal, Competence bias, Social exclusion and ostracism, Job satisfaction, Job motivation,	Heilman and Okimoto, 2007; Rudman and Glick, 2001; Dutta& Mishra, 2020; Bonte and Krabel, 2014; Haq 2012; Lippa, 2010

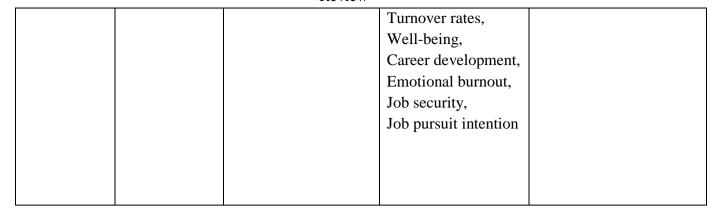|			Turnover rates, Well-being, Career development, Emotional burnout, Job security, Job pursuit intention	743

Figure 1: Flow Diagram of Literature Review Using PRISMA