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GENDER BIAS IN WORKPLACES: A SCOPING REVIEW OF THE FACTORS LEADING TO GENDER BIAS

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ABSTRACT

At workplaces gender is an issue with complex dynamics that has long been studied and discussed. Despite the increasing equality in workplaces, it is very difficult to say that equality is still fully achieved. The underrepresentation of women at workplaces, especially in senior positions, is still a noteworthy problem. Identifying the underlying causes of this underrepresentation is essential to break the barriers. The aim of this study is to uncover the factors leading the main gender biases in workplaces. For this aim, Conceptual Framework of Arksey & O'Malley (2005) on scoping review methodology was used. In this study, papers indexed in Web of Science and Scopus databases between 2010 and 2022 were examined. Eligible papers were identified and selected with PRISMA guidelines. The results of the study show that at workplaces predominantly women are exposed to biases and factors leading these biases can be grouped under seven headings. These are motherhood/caring, work/family balance, skill/ competence, wage, sensitiveness/ emotionality, culture, and physical appearance/ clothing. The findings of this study revealed the underlying factors leading the gender biases observed at workplaces, and provided to illuminate the implicit biases that hinder women's career development.

Keywords: *Gender, Bias, Workplaces, Women.*

İŞYERLERİNDE CİNSİYET ÖNYARGILARI: CİNSİYET ÖNYARGILARINA YOL AÇAN FAKTÖRLER ÜZERİNE BİR KAPSAM İNCELEMESİ

ÖZET

İşyerlerinde cinsiyet, uzun süredir üzerinde çalışılan ve tartışılan karmaşık dinamikleri olan bir konudur. Cinsiyete dair eşitlik için artan çabalara ragmen bunun hala tam olarak sağlanabildiğini söyleyebilmek çok zordur. Kadınların işyerlerinde, özellikle üst düzey pozisyonlarda yeterince temsil edilmemesi dikkat çeken bir problemdir. Bu yetersiz temsilin altında yatan nedenleri belirlemek, engelleri aşmak ve problemleri çözebilmek adına çok önemlidir. Bu çalışmanın amacı, işyerlerinde cinsiyet önyargılarına neden olan faktörlerin araştırılarak ortaya konulmasıdır. Bu amaçtan yola çıkarak Arksey ve O'Malley'in (2005) kapsam inceleme metodolojisi kullanılmıştır. Bu çalışmada 2010-2022 yılları arasında Web of Science ve Scopus veri tabanlarında indekslenen makaleler incelenmiştir. En uygun makaleler PRISMA yönergeleri ile belirlenip, çalışmaya dahil edilmiştir. Çalışmanın sonuçları, iş yerlerinde ağırlıklı olarak kadınların önyargılara maruz kaldığını ve bu önyargılara neden olan faktörlerin yedi başlık altında gruplandırılabileceğini göstermektedir. Bunlar annelik/bakım, iş/aile dengesi, beceri/ yeterlilik, ücret, hassasiyet/duygusallık, kültür, fiziksel görünüm ve giyim tarzıdır. Çalışmanın bulguları, işyerlerinde gözlenen cinsiyet önyargılarının altında yatan faktörleri ortaya koyarak kadınların kariyer gelişimine engel olan örtük önyargıların aydınlatılmasını sağlamıştır.

Anahtar Kelimeler: *Cinsiyet, Önyargı, İşyeri, Kadınlar.*

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1. Introduction

For many years, men have been viewed as the breadwinners in many cultures (Bear & Glick, 2016; Gonalons-Pons & Gang, 2021; Patterson et al., 2017; Zuo & Tang, 2000), while women are essentially viewed as the ones who take care of the family (Barbara Petrongolo & Maddalena, 2020; Craig & Churchill, 2021; Pereira, 2021). Despite increasing equality in workplaces, it is very difficult to say that equality is still fully achieved because of the roles assigned to women. It is now possible to see more women in workplaces and they are making efforts to break the male-dominated structure in workplaces but they state that a "chilly" climate is created in the workplaces they enter (Cyr et al., 2021:1).

Especially, developed countries in particular believe that gender equality in workplaces is very important for quality of life, economic progress and social life (Novo-Corti et al., 2018:61). While this situation is considered so important, it is still possible to encounter many biases regarding the existence of women in business life and these biases create the biggest reasons behind the inequality. The findings of many studies support the gender bias against women in organizations (Acker, 1990; Azmat, 2014; Denend et al., 2020:1583; Hutchison, 2020; Matanle et al., 2014; Williams & Dewmpsey, 2014; Yates & Skinner, 2021). Women are underrepresented especially in senior leadership positions (Acker, 1990; Denend et al., 2020; Garcı´a-Gonza´lez et al., 2019; Novo-Corti et al., 2018; Pande & Ford, 2011). Although the rate of female senior executives is at its highest in 2021, it remained at only 30% globally (Catatlyst, 2022). Additionally, in many organizations, women are doing jobs that are perceived as women's work (Acker, 1990) such as devalued service work or hidden care labours (Dengate et al., 2021:2) and powerful positions are considered as masculine-typed (Dengate et al., 2021:4).

The results of a study conducted by Mercer in 2020 with 1,100 worldwide organizations show that women accounted for 23% of executives, 29% senior managers, 37% of managers, 42% of professionals, but 47% of support staff (Catatlyst, 2022). Organizations generally state that the promotion opportunities they offer to their employees are fair, transparent and equal for both genders. However, this claim does not often reflects the truth because the ideal employee ideology refers to men and women are less likely to conform to this ideal. Therefore, the criteria specified in such promotions are unlikely to match those of women (Yates & Skinner, 2021:698). The social repercussions of gender differences have attracted a lot of attention lately. (Azmat & Petrongolo, 2014:33). An employment system equal in terms of gender is desirable (Matanle et al., 2014:477) . Despite the increasing representation of women in organisations or in senior positions, still women are underrepresented (Huang et al., 2019).

Acker (1990) supports that in organizational thinking, common abstract jobs and hierarchies present incorporeal and universal assumptions as employee characteristics. These depicted employee traits are actually referred to men. He argues that it encompasses their bodies, sexuality, reproduction, and work relationships. By marginalizing women, the sustainability of gender segregation in the workplace is ensured and all organizational processes are permeated. Additionally, he conceptualizes the "gendered organizations" as the organizations where "advantage and disadvantage, exploitation and control, action and emotion, meaning and identity, are patterned through and in terms of a distinction between male and female, masculine and feminine" (Acker, 1990:146).

Neumark et al. (1996) conducted an audit study at 65 restaurants in Philadelphia. The researchers' purpose in carrying out this study was to determine whether gender is an important factor in job interviews or offers. They sent a male and a female college student to apply the same jobs in restaurants. Candidates in both genders were identical. Their past work experiences, personal history, social actions, interests and educations prepared as not being sex-typed. All conditions were prepared in a similar way in their resumes. They categorized the restaurants as high-priced, medium-priced and low-priced. According to the results of the study, males received 48% of job offers from high-priced while females received only in 9% . It is similar for the rates of the calls to the interviews as males received 61% of the cases while females received only in 26%. In medium-priced restaurants males got 48% of offers and interviews in 62% but females got 29% offers and 43% of interviews. The situation differs in low-cost restaurants. Women received 38% job offers and 38% interview offers, while men received only 10% job offers and 19% interview offers. These results clearly reveal that women are not preferred in high-paid jobs and they are exposed to discrimination.

Moscatelli et al. (2020) investigated the traits evaluated in men and women in recruitments. According to the results of their research, although the most basic feature sought in men is only competence, various features are sought in women along with competence. This result presents an obvious discrimination. Gender discrimination in the labour market is also case when equally productive men and women are rewarded differently (Azmat & Petrongolo, 2014:33). A study carried out in United States by Proctor et al. (2016:6) revealed that, female employees who work full-time were paid only 80% of what men were paid. Figures show that women receive 20% lower wages than men, despite working for the same period of time.

Kanze et al. (2020) carried out a study on founding CEOs of organizations seeking funding for their ventures. They revealed that gender of the founding CEO is an essential factor of logged funding. In male-dominated industries, the rate of female founding CEOs receiving funding is much lower ($8.0 million) than that of men ($18.5 million). The results of the same study show that while female CEOs are exposed to such a process in male-dominant industries, male CEOs are not exposed to such a discrimination in any industry.

Hernández-Bark et al. (2014) states that insufficient research into the underlying causes of gender inequality in workplaces is a continuing weakness in the literature. In order to find and solve the real reasons underlying this problem, it is necessary to determine the biases towards women in workplaces. Biases on gender are generally comlex, vary from culture to culture, sector to sector. There are many studies on gender and workplaces in the literature, but most of these studies are evaluated on a cultural or sectoral basis. Conducting a scoping analysis of research carried out in various sectors and cultures will be useful in order to see the whole and make generalizations. For this reason, the main purpose of this study is to reveal the factors leading gender biases in workplaces according to recent studies in the literature by using the Conceptual Framework of Arksey & O'Malley (2005) on scoping review methodology. A scoping analysis of the papers indexed in two databases, Scopus and Web of Science, was carried out to determine the common biases on gender in workplaces. As this study reflects and synthesizes the building blocks of many different cultures, sectors and research results, it will provide a general overview and assessment of gender biases. This will make serious contributions to the literature as it will adress the common points of the articles examined and reveal the generality of the problem.

2. Methodology

The scoping review methodology which was proposed by Arksey & O'Malley (2005) was used in this study. For a scoping review, a framework, including five stages, is presented by Arksey & O'Malley (2005:22). These stages are (1) identifying the research question, (2) identifying relevant studies, (3) study selection, (4) charting the data, (5) collating, summarizing and reporting the results.

2.1. Identifying the Research Question

The gender factor in the workplaces has been a subject that has attracted attention and been widely researched for many years. It is obvious that there are still problems in this sense, despite a lot of research and many results being revealed. Getting down to the source of these problems and revealing them can sometimes be supportive in taking concrete steps. The aim of this study is to uncover the factors leading the main gender biases in workplaces by analyzing studies dealing with different countries, cultures and sectors that were carried out with various methods and to see the problems as a whole. Literature shows that underrepresentation of women in workplaces is still not fully resolved in many countries and this is a general problem. It is important to investigate the underlying causes of this underrepresentation, especially at senior management levels, and to reveal the biases against women. Considering these studies one by one and evaluating the general biases on gender in workplaces with a single study will reveal useful outcomes for the literature. The research question of this study based on this argument is "What are the factors leading gender biases in workplaces according to recent studies in the literature?".

2.2. Identifying Relevant Studies

For the selection of articles to be used in the study, the electronic databases Scopus and Web of Science were used. The term "gender bias in the workplaces" was written as search term. Studies, carried out between the 2010-2022 are included to the research. In order to keep the study up-to-date, examining the studies carried out in the last years were included.

2.3. Study Selection

There were many irrelevant studies in the context of the research question despite the criteria selected from the electronic databases as mentioned at the second stage. The inclusion and exclusion criteria of the studies, listed from the mentioned databases, were as below:

Step 1. Open access articles were included.

Step 2. Articles published between 2010-2022 were included.

Step 3. Articles in Management, Business, Economics, Social Sciences, Medicine General Internal, Public Environmental Occupational Health, Women Studies, Engineering were included

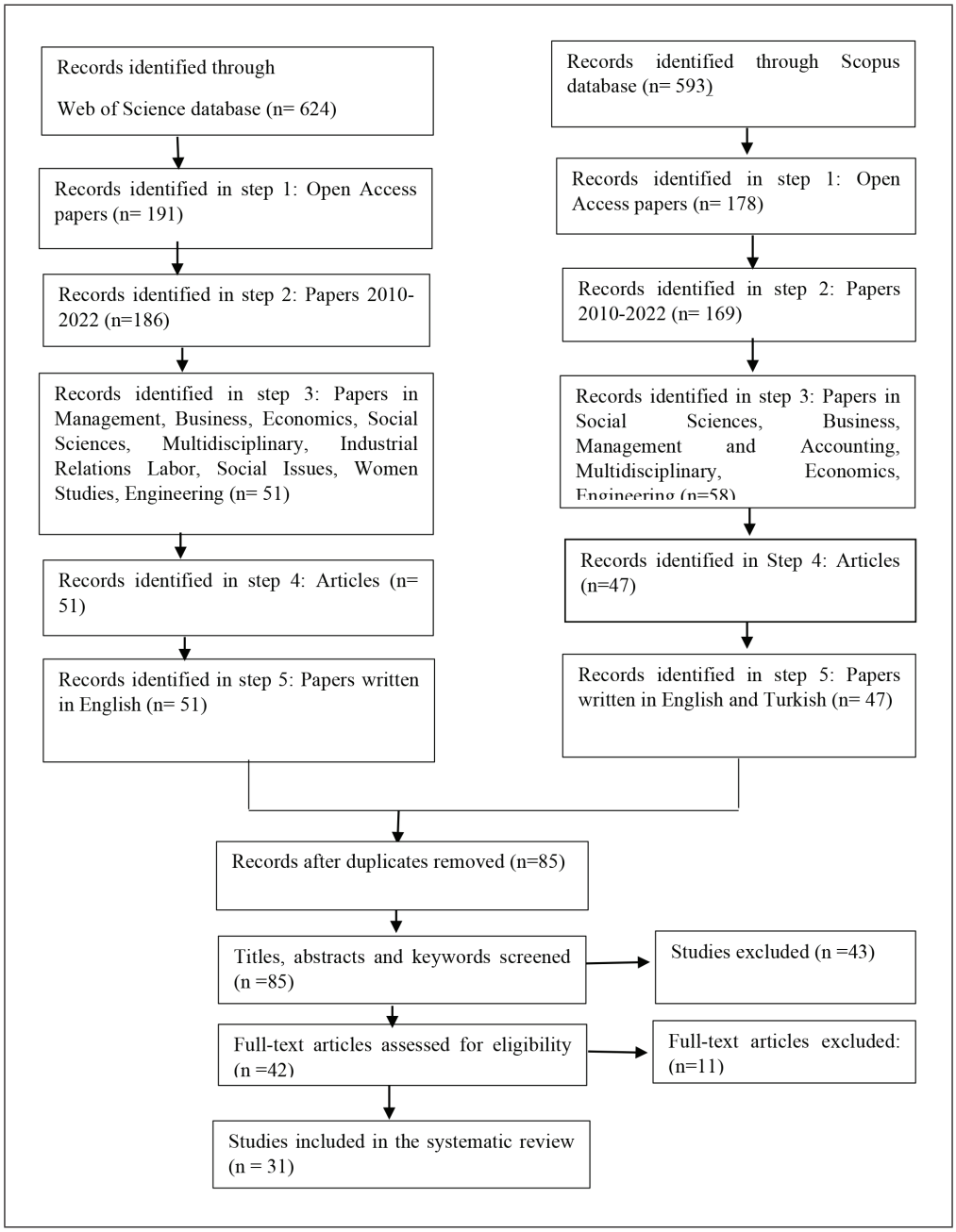
Step 4. Only journal articles were included.

Step 5. Articles in English were included.

Step 6. Duplicated articles were excluded.

The stages and the numbers gathered form each stage, were shown with the Figure 1:

Figure 1:PRISMA Flow Diagram of Papers Included in Scoping Review



2.4. Charting the Data

Data, extracted from studies was shown in two charting tables. Names of the researchers and journals, years and the purposes of the studies and the methodological approaches were collated at Table 1. Factors leading gender biases at workplaces were extracted at Table 2.

3. Results and discussion

Papers included in this scoping review are listed in Table 1.

Table 1: Description of the Papers Included in the Scoping Review.

Study No	Author (s)	Name of the Journal	Methodological Approach	Sample
1	Leon (2022)	Aust J Soc Issues	Quantitative	1544 Australian Public Service employees
2	Cheung et al. (2022)	Journal of Business and Psychology	Quantitative	Study 1: 893 employees Study 2: 71 employees
3	Yates & Skinner (2021)	Career Development International	Qualitative	32 female engineers in the UK
4	Kelan & Wratil (2021)	Equality, Diversity and Inclusion: An International Journal	Qualitative	Global CEOs
5	Klein & Shtudiner (2021)	Business Research Quarterly	Quantitative	4,602 students from universities in Israel.
6	Cyr et al. (2021)	PNAS	Quantitative	1,247 STEM professionals from nine organizations
7	Dengate et al. (2021)	Canadian Journal of Higher Education	Quantitative	192 female faculty members (natural sciences and engineering) from 13 Canadian universities
8	Norberg & Johansson (2021)	Gender Issues	Qualitative	Women in construction industry
9	Hutchison (2020)	J Med Ethics	Qualitative	46 women surgeons and trainees of the Royal Australasian College of Surgeons
10	Denend et al. (2020)	Annals of Biomedical Engineering	Quantitative	403 health technology professionals
11	D'Agostino et al. (2020)	Journal Of Public Affairs Education	Quantitative	75 students studying in Master of Public Administration programs

Table 1 continue

12	Eaton et al. (2020)	Sex Roles	Quantitative	251 biology and physics professors (N = 251) from eight research universities in U.S.
13	Moscatelli et al. (2020)	Sex Roles	Quantitative	Study 1: 68 archival reports of professionals Study 2: 259 Italian students
14	Kanze et al. (2020)	Science Advances	Quantitative	392 ventures seeking funding 130 investors
15	Fan et al. (2019)	PLoS ONE	Quantitative	165533 students studying in a public university in Australia between 2010-2016 years.
16	Nash et al. (2019)	PLoSONE	Mixed Method	95 women experienced research and remote Antarctic fieldwork with the Australian Antarctic Program
17	Fuller & Hirsh (2019)	Work and Occupations	Quantitative	5805 employees in Canada
18	Garcı´a-Gonza´lez et al. (2019)	PLoSONE	Quantitative	1,295 academics working in 63 institutions in Spain
19	Chang et al. (2019)	PNAS	Quantitative	3016 employees in a global organization
20	Gonçalves (2019)	Gender and Language	Literature Review	-
21	Vladisavljević & Perugini (2019)	Labour Economics	Quantitative	124,822 employees living in 32 EU countries
22	Novo-Corti et al. (2018)	Cuadernos de Gestión	Quantitative	165 undergraduate economics students
23	Vallejo-Torres et al. (2018)	Applied Economics	Quantitative	9895 employees working in Spanish Ministry of Health.
24	Luksyte et al. (2018)	Journal of Organizational Behavior	Quantitative	Study 1: 407 individuals Study 2: 153 employees recruited in six organizations Study 3: 232 undergraduate students from a business school in Australia
25	Patterson et al. (2017)	Gend Soc.	Qualitative	74 MBA graduates
26	Howlett et al. (2015)	Sex Roles	Quantitative	54 female university students and 90 employed females from London and East England.

Table 1 continue

27	Ali & Kramar (2015)	Asia Pacific Journal of Management	Qualitative	Female employees and human resource managers in six Pakistani organisations
28	Matanle et al. (2014)	Gender, Work and Organization	Qualitative	Examples of four of the most popular mainstream manga aimed at working men and women in Japanese
29	Azmat & Petrongolo (2014)	Centre for Economic Performance	Literature Review	-
30	Westring et al. (2012)	Academic Medicine	Quantitative	133 women assistant professors at the University of Pennsylvania
31	Castilla & Benard (2010)	Administrative Science Quarterly	Quantitative	445 managers

Table 2: Factors Leading Gender Biases

Factors Leading Gender Biases	Number of studies	Authors
Motherhood/Caring Responsibilities	10	Ali & Kramar (2015); Cheung et al. (2022); Dengate et al., (2021); Fuller & Hirsh (2019); Hutchison (2020); Leon (2022); Moscatelli et al. (2020); Nash et al. (2019); Patterson et al., (2017); Yates & Skinner (2021).
Work/Family Balance	2	Denend, et al. (2020); Westring et al. (2012).
Skill/ Competence	13	Cheung et al. (2022); D'Agostino et al. (2020); Denend et al. (2020); Eaton et al. (2020); Hutchison (2020); Kelan & Wratil (2021); Leon, (2022); Luksyte et al., (2018); Moscatelli et al. (2020); Nash et al. (2019); Norberg & Johansson (2021); Novo-Corti et al. (2018); Yates & Skinner (2021).
Wage	5	Ali & Kramar (2015); Azmat & Petrongolo (2014); Castilla & Benard (2010); Fuller & Hirsh (2019); Patterson et al. (2017).
Sensitiveness/ Emotionality	3	Azmat & Petrongolo (2014); Denend et al. (2020); Hutchison (2020).
Culture/Roles	14	Ali & Kramar (2015); Castilla & Benard (2010); Cheung et al. (2022); Dengate et al. (2021); Eaton et al.(2020); Fan et al. (2019); Leon (2022); Matanle et al. (2014); Nash et al. (2019); Norberg & Johansson (2021); Novo-Corti et al. (2018); Patterson et.al. (2017); Westring et al. (2012); Yates & Skinner (2021).
Physical Appearance/ Clothing	6	Ali & Kramar (2015); Howlett et.al. (2015); Hutchison (2020); Klein & Shtudiner (2021); Norberg & Johansson, (2021); Vallejo-Torres et al. (2018).

Based on the researches included in the scoping review factors leading gender biases are categorized into seven headings; motherhood/caring, work/family balance, skill/ competence, wage, sensitiveness/emotionality, culture and pyhsical appearance/ clothing.

3.1. Motherhood

The mother profile, which is generally defined as ideal, is the mother who is fully devoted to her children. The ideal employee is one who is fully devoted to his job. These two expectations or realities contradict each other. Both mothers and working individuals are expected to work as if they had no children and to be parents as if they had no jobs (Yates & Skinner, 2021:699). Cheung et al. (2022) has revealed that employees who are mothers are less preferred than those who do not or males. The "maternal wall" makes them less desirable in workplaces. A negative approach is shown to working mothers and the perception that they are less competent and available is created. The results of the same study indicate that mothers are exposed to hostility in terms of interpersonal relations even during the interviews.

In their study, Nash et al. (2019) states that women with large families (> 2 children) are subject to criticism, but the same is not true for men. Motherhood is a situation in which the woman generally loses her autonomy and freedom. It is a new take on an individual's old life and even his old body (Gonçalves, 2019:9). This change is generally case for their current job as well. Career life of females may differ before and after birth. A study on female engineers reveals that when engineers return to their jobs after giving birth, they are exposed to jobs that do not match their skills (Bryce et al. 2019). Therefore motherhood may be seen as career suicide by some people. They may think that they are on a path that may lead to the end of their career, with the concern that they will move away from their workplaces during pregnancy and aftercare processes (Gonçalves, 2019:9).

The findings of a study conducted by Hutchison (2020:237) on female surgeons states that surgical working conditions affect women disproportionately due to the childbirth and the fact that women have a higher homework load than men. In fact, participants of the same study state that they are humiliated when they ask for parental leave (Hutchison, 2020:238). Gonçalves (2019) states that sharing the burden of motherhood with the spouse and sometimes even attributing to the spouse as the main character can be defined as retiring from being the "manager of the family". She states that women should not isolate themselves from business life by taking the full responsibility of family.

3.2. Work-Life Balance

Men and women present different aspects to their work-life balance. For example, according to the results of a study conducted by Denend (2020) only 15.8% of men state that their family responsibilities make it difficult for them to progress in their work, while this rate is 29.1% among women. The roles of women and men differ under the influence of the collective ideal (Pace & Sciotto, 2022). In many cultures, the ideal role of women is to devote more time to housework and family chores, to take more responsibility for the home. Men, on the other hand, can spare a long time for work (Pace & Sciotto, 2022), and many of responsibilities at home are done by the woman. This situation may cause women to offer less energy to business life in terms of both effort and time.

Women state that balancing work and family responsibilities will hinder their progress in their careers and also men perceive work-life balance as the biggest obstacle for women in the path of senior leadership. The fact that it is predominantly male leaders who carry out job promotions reveals the difficulty of female employees in seizing the chance for new duties or leadership roles due to their family responsibilities (Denend et al., 2020:1583). This situation has been changing rapidly in recent times. For example, while the rate of female CEOs and senior managers in organizations was 15% in 2019, this rate increased to 21% in 2021 (Catatlyst, 2022). However, it is still not at a satisfactory rate.

3.3. Sensitiveness/ Emotionality

Females are regarded as being more emotional (Denend et al., 2020; Huddy & Terkildsen, 1993) and sensitive to social cues (Azmat & Petrongolo, 2014) in organizations so they are employed in jobs where human relations are intense such as Human Resources departments. This trend is changing day by day, but the number of female HR employees is still quite high (Catatlyst, 2022). There is a perception that they cannot cope with difficult tasks and male traits are more suitable for many jobs (Acker, 1990; Dengate et al., 2021).

In a study conducted with female surgeons, surgeons stated that when patients are angry, sad or worried, they expect more from them than men in terms of calming the environment and caring for patients. They state that more politeness and friendliness are expected from women in all communication processes with both patients and colleagues (Hutchison, 2020:239).

3.4. Skill/ Competence

Generally women are seen as incompetent and less intelligible compared to men in workplaces (Cheung et al., 2022; Eaton et al., 2020; Nash et al., 2019) and women are considered as relationship-oriented employees in the workplaces, men are considered as analytical-minded (D'Agostino et al., 2020:101). Men are perceived as more ambitious and competent but women are perceived as warmer. For this reason, while higher positions are found more suitable for men, care-giving jobs that require more social skills are considered suitable for women (Moscatelli, 2020:270).

The results of a study carried out by Denend (2020) reveal a striking result. In response to the question of why it is difficult to achieve gender balance in the organization they work for, 86.0% of the men stated that it is due to the lack of qualified candidates. The notion that female surgeons are less knowledgeable or less technically competent is one of the striking points in another study carried out with female surgeons. Female surgeons states that they expose to this perception excessively, especially in processes that require power (Hutchison, 2020:238). The situation is similar for women working in the STEM field. They are regarded as less competent and successful (Eaton et al., 2020:6). Therefore women state that they constantly have to prove that they have the ability to do the job in their workplaces (Norberg & Johansson, 2021:18). The results of a study conducted by Dengate et al. (2021:8) revealed the fact that female academics exposed to gender biases feel compelled to work hard to appear competent. This pressure on them can cause stress-related diseases such as burnout, cardiovascular diseases and depression (Brüggmann & Groneberg, 2017:1). Such situations can have organizational consequences as well as individual consequences.

The expectation of success is shaped by the culture, experience and self-perceptions (Novo-Corti et al., 2018:62). The results of a study by Kelan & Wratil, (2021) in which the participants were CEOs revealed that CEOs support female employees who have unique skills and these skills are seen as wealth in workplaces. Women are percieved to be more understanding, communicative, collaborative and problem solving in workplaces (Norberg & Johansson, 2021:13).

3.5. Wage

Azmat & Petrongolo (2014) consider the cause of wage differences between men and women as an "explained" gap, described by observable workers and job characteristics, but driven by gender differences. In fact, they describe it as an 'unexplained' gap that is segregated, directed and associated with discrimination. Patterson et al. (2017) states that although the rate of earning a MBA is very close to each other in both genders, women's earnings and promotions are lower than men's. They state that this is also true for organizations that work with the most distinguished executives. A study on an organization whose culture promotes meritocracy shows that female employees who have demonstrated the same level of performance and competence as male employees receive less pay raises and rewards than men. The researchers of the study explained this contradiction as "pradox of meritocracy (Castilla & Benard, 2010).

Azmat & Petrongolo (2014) states that the difference between men's and women's earnings despite working in the same jobs is because their bargaining over salary is different. Women avoid competitive negotiation and therefore they earn less. Culture is another factor that shapes the wages. For example, in Pakistan, women generally do not work and those who work are generally in service sector and mostly paid less than men (Ali & Kramar, 2015:11). Decrease in the wages paid to female employees who are mothers is another widespread situation. This can be improved by the application of flexible working hours (Fuller & Hirsh, 2019). The flexible hours to be provided to mothers who have difficulties with the increase in home care work not only ensure that their earnings will not decrease, but also support the work-life balance after the birth.

3.6. Culture

Culture is defined as "shared beliefs" (Webster et al., 2022:1626). In many cultures males are considered as the breadwinner of the house but women have the caregiving roles (Cheung et al., 2022). Based on the experiences of women working in public institutions, Schachter (2017) states that culture affects the perception of gender and this creates barriers for women. She states that mostly men are preferred in workplaces, albeit unintentionally, due to the influence of culture. Cultural data is associated with the characteristics whose leadership is generally associated with masculinity. These can be features such as being assertive, tough, indipendent etc. When it comes to leadership, while there is no blurring about these features for men, these features can be seen as an obstacle during the selection of female leaders (Dengate et al., 2021:4).

The results of a research conducted by Yates & Skinner (2021:706) revealed that culture is an effective factor in giving women a lower status than men. The participants of their study stated that there is an automatic judgment that they cannot be as good as their male colleagues

because they are women. They state that they are directed to jobs that require less qualifications. In addition, with the responsibility of housework that is culturally imposed on women and unpaid, many women avoid taking more responsibility in the workplace (Dengate et al., 2021). Sometimes such responsibilities can be thought of as women's duty, even in workplaces. For instance, some female researchers working in the field in Antarctica stated that their male colleagues working with them were reluctant in tasks such as cooking, cleaning and expected them from women. One of the participants stated that women are not seen as researchers, but only as women (Nash et al., 2019:10-11).

For women, cultural factors can even deteriorate their whole life with their working process in some countries. For example, women in Pakistan are exposed to bad behavior and harassment in public places, on the streets, and at workplaces during their working period. They refrain from sharing their bad experiences even with their family members because in such cases, women are often accused of violating the norms . This make them to feel ashamed and guilty (Ali & Kramar, 2015:20).

3.7. Clothing/ Physical Appearance

Howlett et al. (2015) argues that women's clothing preferences are effective in their professionalism perception. According to the results of their study, dressing more conservatively is considered more favourably for the women working in higher statues. However, mini skirts or provocative clothing styles cause negative perceptions. The mentioned perception can change its boundaries from culture to culture (Langlois et al., 2000). The results of another study conducted in the USA revealed that a CEO who dresses provocatively is perceived as less competent than a CEO who dresses more professionally, an office assistant, or even an office assistant who dresses more provocatively (Wookey et al., 2009).

Women state that they have to choose clothing styles suitable for men's norms in their workplaces, and that they are sometimes subjected to undesirable treatments (Norberg & Johansson, 2021:17). Participants of a study conducted by Hutchison (2020:238) state that women have been subjected to sexual harassment, bullying and even sexual assault at their workplaces and many of them do not express this and remain silent and take no action (Nash et al., 2019:16). Especially women working in jobs that do not require professionalism are exposed to sexual harassment more than women working in professional jobs (Norberg & Johansson, 2021:19).) Most of the women working in Pakistan are exposed to harassment (93%), but this situation is hidden by women because the society blames women in such a situation (Ali & Kramar, 2015:12). This situation presents separate challenges for women besides the struggle for work.

Vaes et al. (2011), states that women are judged more by their appearance than men. A similar approach applies to obesity. When obesity is considered, it is stated that female employees are more disadvantaged than male employees especially in face to face jobs. Obese female employees state that they are exposed to discrimination more than obese male employees (Vallejo-Torres et al., 2018:13). A study carried out by Klein & Shtudiner (2021) reveals striking results. They reveal that when people exhibit unethical behaviours, they are treated more tolerantly if the person exhibiting this behaviour is an attractive-looking employee. However, another result of the same study is that this only applies to attractive-looking women not the men and attractive employees receive more tips and earn more than plain-looking employees.

4. Conclusion

This study aims to identify the factors leading the foremost gender biases in workplaces. In that sense, 31 papers, selected from the Web of Science and Scopus databases, were examined. The papers published between 2010 and 2022 were examined. In order to keep the study up to date, papers published in last years were included. All of the papers support that there are some biases against women in the workplaces. The results of this study revealed that the common biases faced by women can be discussed under seven different headings. These headings are motherhood/caring, work/family balance, skill/ competence, wage, sensitiveness/ emotionality, culture, and pyhsical appearance/ clothing.

Motherhood is considered as one of the factors affecting the existence and promotion of women in business life. Instead of seeing this biological process as an obstacle to women, it is more fair to support women throughout the process. This support facilitates the work-life balance, and allows another bias to be broken and the women to get rid of this pressure. Flexible work hours or part-time working are alternatives for mother employees to ease thier lives (Gonçalves, 2019:10; Fuller & Hirsh, 2019). These alternatives provide mother employees both focusing more on their work and feeling more free and independent by devoting more time to themselves. The Nigerian feminist scholar Adichie's (2017:9) definition of "a full person" is exactly this. Women, who have to struggle constantly to be able to support their children and not lose their job, can be exhausted. Achieving humane living conditions and gender justice in the workplace is demonstrated by the support provided to mothers. Raising future generations in a healthy way is possible with healthy mothers. Excluding women in business life or putting them in the background because they are mothers will be a great injustice to them, and this will also affect them psychologically. Therefore, healthy mothers promote the growth of healthy generations.

Patterson et al. (2017), argues that the" clear building blocks" will reduce the gender biases, especially in promotions in the workplace. This will clarify the turbidity in the promotion processes. Only a fair assessment and evaluation system can prevent women from being seen as inadequate in terms of competences and skills, which is another bias towards them, and in preventing discrimination (Azmat & Petrongolo, 2014:33) . Clear measurement methods or tools that do not allow biases in promotions or recruitment and provide equal opportunity at the point of displaying competences and skills. Informal relations within the organization are also one of the factors that affect promotions. These informal relationships generally develop between male colleagues, and in case of any promotion, it is possible for the male manager to prefer the one who is closer to him in the social dimension. It is possible to avoid such problems with professional human resources approach. Findings of a study conducted on women working in STEM field revealed that women employees state that male employees are distant and interact less with female employees in their workplaces and they develop closer relationships with men. As a result of this, they prefer male employees who are close to them during the promotions (Cyr et al., 2021:4). Clear building blocks eliminate such consequences. In order to break down the mentioned biases about women and provide the opportunities to women to be "a full person", diversity trainings or coaching programs can be organized in organizations. Such programs can increase positive attitudes towards women and reduce biases (Chang et al., 2019).

Culture is considered as another factor influencing the formation of some biases in the context of gender. However, culture can change over time. Clark (1997), states that women generally have a higher level of job satisfaction than men because he argues that this is due to the low expectation levels of female employees. The results of a study carried out by Vladisavljević & Perugini (2019) reveal that as gender equality increases, the satisfaction level of women also increases contrary to the Clark's statement. The history of the study performed by Clark dates back about 25 years ago. Women are now individuals who have expectations from business life, draw career road maps, strive and struggle. So a lot has changed in this process. People are affected by the culture they live in, but organizational culture is also effective at workplaces. The qualities that organizational culture should have in order to support gender equality have four essential issues for a supportive culture. These issues are, providing equal access to all opportunities and resources, supporting work-life balance, recognizing and eliminating gender biases, and finally having a supportive leader (Webster et al., 2022:1626) .

In this context, necessary actions should be taken and women's efforts to exist in business life should be supported. This will be possible with efforts to clarify and reveal the biases against them and then to demolish them. Because women's extra efforts to show that they are at least as competent as men are an injustice. Due to biological differences, women should be supported rather than being isolated from business life. Quota practices to be brought to businesses in the context of gender can offer concrete solutions in terms of revealing the existence of women in business life. Determining the minimum percentage of women that should be employed in every enterprise or ensuring this practice in managerial positions or boards of directors will be a basis for many women to open closed doors.

This study aimed to compile factors leading gender biases in different fields and cultures. The scope analysis of the papers in two databases was carried out. The use of only two databases in this study is a limitation of the study. Using more databases means examining more studies, which means further validating or extending the generalizations in the results. For the further studies, comparative studies in different sectors and cultures will be beneficial. Revealing the differences will be remarkable. The acceptance and representation of women in business life is increasing every year. It may also be remarkable to reveal the statistics of comparision of years in future studies.

Conflict of Interest

The author declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Author Contributions

This is the one writer article.

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