Gender Inequality in Business: A Bibliometric and Qualitative Research

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Abstract

In this study, the subject of "gender inequality" is conceptually addressed primarily within the framework of Social Identity Theory (SIT). Subsequently, academic studies on "gender inequality" in English from the Web of Science (WoS) database were examined. Within the scope of the research, SSCI articles that included the terms "gender inequality - gender disparity - gender inequity - gender segregation" in their titles, keywords, or abstracts were filtered. The focus was then placed on the categories of Women's Studies, Management, Business, Business Finance, Ethics, and Behavioral Sciences resulting in 144 Social Sciences Citation Index (SSCI) articles. The findings obtained through bibliometric and qualitative analysis techniques were presented using visual tools such as word tree, thematic map, tree map, word cloud map, three-field plot, and code-subcode-segment model. The results revealed that academic publications on gender inequality were very limited in the early 2000s, but their number has grown exponentially over time, maintaining this momentum. The countries producing the most publications in this field were identified as the United States, the United Kingdom, and Australia. Furthermore, it was observed that under the theme of gender inequality codes such as struggle, ways of seeing, troubles, and determining factors were identified, with these codes further divided into subcodes and segments. Additionally, key terms clustered under basic themes representing maturity in the literature, were identified as integration, women, and change while key terms clustered under niche themes indicating high potential for future research, were identified as masculinities, nursing, and practice.

Keywords: gender inequality, diversity, business, women

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İş Dünyasında Cinsiyet Eşitsizliği: Bibliyometrik ve Nitel Bir Araştırma

Öz

Bu çalışmada "cinsiyet eşitsizliği" konusu öncelikli olarak Sosyal Kimlik Teorisi (Social Identity Theory - SIT) çerçevesinde kavramsal olarak ele alınmıştır. Daha sonra Web of Science (WoS) veri tabanından alınan İngilizce akademik çalışmalar incelenmiştir. Araştırma kapsamında, başlık, anahtar kelimeler veya özetlerinde "gender inequality - gender disparity - gender inequity - gender segregation" terimlerini içeren SSCI makaleleri filtrelenmiştir. Araştırmanın odak noktası Kadın Çalışmaları, Yönetim, İşletme, İşletme Finansmanı, Etik ve Davranış Bilimleri kategorilerinde toplanmış ve 144 Social Sciences Citation Index (SSCI) makalesine ulaşılmıştır. Bibliyometrik ve nitel analiz teknikleriyle elde edilen bulgular; kelime ağacı, tematik harita, ağaç haritası, kelime bulutu haritası, üç alanlı grafik ve kod-altkod-segment modeli gibi görsel araçlarla sunulmuştur. Sonuçlar, 2000'li yılların başında cinsiyet eşitsizliği üzerine akademik yayınların oldukça sınırlı olduğunu, ancak zamanla sayılarının hızla arttığını ve bu ivmeyi koruduğunu ortaya koymuştur. Bu alanda en çok yayın üreten ülkeler Amerika Birleşik Devletleri, Birleşik Krallık ve Avustralya olarak tespit edilmiştir. Ayrıca, cinsiyet eşitsizliği teması altında mücadele, görme yolları, sorunlar ve belirleyici faktörler gibi kodlar belirlenmiş, bu kodlar alt kodlara ve segmentlere ayrılmıştır. Bunun yanında, literatürde olgunluğu temsil eden temel temalar altında kümelenen anahtar terimler entegrasyon, kadınlar ve değişim olarak tespit edilirken, gelecekte yüksek araştırma potansiyeline sahip niş temalar altında kümelenen anahtar terimler ise erkeklik, hemşirelik ve uygulama olarak belirlenmiştir.

Anahtar Kelimeler: cinsiyet eşitsizliği, çeşitlilik, iş dünyası, kadınlar

1. INTRODUCTION

Gender inequality in the workplace deeply affects individuals' career development and economic opportunities as a result of gender norms and structural discrimination (Gauchat et al., 2012). Women's participation rates in the workforce, representation in leadership positions, and distribution across sectors are among the most visible indicators of this inequality (Tzannatos, 1999). According to the 2023 Global Gender Gap Report by the World Economic Forum, it will take 131 years to fully eliminate gender inequality across its various dimensions.

In the literature, gender inequality is generally categorized into horizontal and vertical dimensions. Horizontal segregation refers to the concentration of specific genders in certain professions, while vertical segregation refers to the barriers women face in accessing leadership and top management positions. Horizontal segregation is reproduced through gender norms in the labor market, leading to the association of women with specific professions (Hakim, 2006). From a vertical perspective, it is noted that only 10% of leadership positions in Fortune-500 companies are held by women, with little change in these figures in recent years. This segregation highlights the negative impact of gender-based biases and societal expectations on the labor market. Consequently, the sectoral and geographical spread of gender inequality negatively affects both organizational performance and the economic growth of nations (Klasen, 2018). According to McKinsey Global Institute (2015), achieving equal workforce participation for women would increase global GDP by 26%; however, the persistence of conditions that perpetuate gender inequality would limit women's potential economic contributions. It is aimed that the findings of the research will contribute to the positive change in these statistics by providing a better understanding of the issue of women's inequality and directing the steps to be taken in this direction.

The main factors contributing to gender inequality include gender roles, workplace power dynamics, and human resource practices. Research shows that women face barriers such as the glass ceiling and the glass cliff in organizations and are often directed toward riskier or failure-prone leadership positions (Ryan and Haslam, 2007). Human resource (HR) practices and organizational culture are known to play reinforcing roles in this segregation. For instance, HR policies designed under the claim of gender neutrality but containing implicit biases can limit women's career advancement (Acker, 1990). According to SIT, a social psychology framework that explores internal group dynamics, intergroup relations, and the collective self in the context of group phenomena, overcoming gender inequality is achievable through effective and authentic strategies. This theory suggests that addressing these inequalities can enhance both internal group dynamics and intergroup relations. The findings of this research aim to contribute to this improvement by highlighting some of the existing gaps in women's equality. For example, policies promoting gender equality in the workplace within European Union countries have led to a 12% increase in women's workforce participation and significant economic improvements (OECD, 2021).

This study will first conceptually address the multidimensional nature of gender inequality. In the methodology section, literature studies in this field will be examined using bibliometric and qualitative analysis techniques. Findings will then be presented through various visual tools such as keyword tree map, three-field plot, countries' scientific productions, thematic map, co-occurrence networks, word cloud map, word tree, and code-subcode-segment model. The study aims to contribute to academic literature, raise social awareness, and assist HR managers and policymakers in developing more effective strategies for combating gender inequality.

The Most Cited Documents, *Co-occurrence Network*, and *Thematic Map* tables will serve as valuable resources for academics, highlighting the most frequently cited articles on women's inequality, illustrating how different topics are interconnected, and identifying the four key themes in this field. *The Three-Field Plot* and *Countries' Scientific Productions* visuals, which incorporate keywords, authors, and country data, will provide policymakers with insights into the geographical distribution of studies on this issue, highlighting existing gaps and common keyword associations. This can help identify which countries are actively addressing gender inequality and which are lagging behind, playing a crucial role in shaping future policies. Additionally, HR managers will benefit from focusing on the *Thematic Map*, which outlines four core dimensions of women's inequality, offering a clearer understanding of the issue. This will allow them to discern well-established, popular, niche, and emerging or declining themes related to gender inequality. HR managers can also use the *Code-Sub-Code-Segment* model to analyze the relationships between variables within the context of women's inequality.

2. CONCEPTUAL FRAMEWORK

2.1. Inequitable Behaviors in Organizations

Inequitable behaviors in organizations refer to practices such as discrimination, bias, and harassment based on employees' identity, gender, race, or other personal attributes, constituting a type of injustice. Discrimination involves treating individuals differently and often negatively based on their identities. Harassment refers to exposing employees to hostile, aggressive, or disturbing behavior, often linked to factors such as gender, race, or disability. Bias entails the influence of negative beliefs and attitudes towards specific groups in decision-making processes (Dovidio et al., 2003).

SIT posits that "individuals perceive themselves as part of social groups, which leads them to develop positive attitudes toward in-groups and negative attitudes toward out-groups" (Tajfel and Turner, 1986). In this context, inequitable behaviors in organizations are rooted in individuals' tendencies to exclude one another and reinforce in-group cohesion. When such psychological distinctions among group members are reinforced by organizational hierarchies and leadership styles, they can lead to destructive outcomes (Hogg and Terry, 2000).

Inequitable behaviors can be observed in varying degrees across all organizations, though they are more prevalent in certain sectors and cultures. For instance, women face greater

discrimination in male-dominated sectors such as engineering, construction, and technology (Eagly and Carli, 2003). In culturally homogenous societies, inequitable behaviors towards ethnic and religious minorities are more common, though such behaviors are also frequently observed in multicultural organizations and globalized workforces (Klein et al., 2004). For instance, some large firms in North America and Europe still have limited racial diversity and female leadership representation, demonstrating that inequitable behaviors persist in multinational companies and Western societies.

Regardless of their type, inequitable behaviors have significant negative consequences for organizations. Unfair treatment of employees reduces job satisfaction, organizational commitment, and motivation while increasing turnover intentions (Kuvaas, 2006; Cheung and Halpern, 2010). Schein (2010) argues that such behaviors threaten a healthy work environment, leading to distrust and low morale among employees, ultimately damaging organizational culture. Another risk of inequitable behaviors for organizations is legal challenges. Cases of discrimination and harassment can lead to costly legal proceedings and damage to corporate reputation. Loss of reputation negatively impacts on the organization's ability to attract and retain talented employees. Therefore, it is crucial for organizations to foster equitable work environments by implementing comprehensive training programs, establishing fair policies, and taking strict measures against discrimination. Furthermore, promoting workforce diversity and developing strategies to eliminate social identity-based biases can provide more productive and sustainable work environments in the long term (Nishii, 2013).

2.2. Gender Inequality

Gender inequality in the workplace refers to unfair practices based on gender, affecting access to opportunities, working conditions, wage distribution, and organizational roles for male and female employees. This inequality manifests in various ways, such as women and gender minorities earning less, working in less secure jobs, and occupying fewer leadership positions.

These approaches, which lead to organizational unrest, often result in women encountering the glass ceiling syndrome in male-dominated organizations, where they face hidden barriers to advancing to significant positions (Cotter et al., 2001). Conversely, gender inequality can also be observed in female-dominated organizations. According to the glass escalator phenomenon, men in female-dominated professions experience faster promotion opportunities (Williams, 1992). Ultimately, gender inequality is evident in both female- and male-dominated sectors.

Gender inequality is broadly categorized into two types: vertical segregation and horizontal segregation. Vertical segregation refers to situations where women are concentrated in less prestigious, lower-paid roles with limited promotional opportunities, while men dominate management and leadership positions. Horizontal segregation, on the other hand, pertains to the concentration of women in sectors that require soft skills such as care, education, and health while men dominate more technical, high-reward sectors like engineering, technology, and finance (Charles and Grusky, 2004). Studies show that women spend more time on non-

promotable tasks compared to men, negatively affecting their career advancement (Babcock et al., 2017; O'Meara et al., 2017).

2.3. Social, Cultural, and Economic Factors Leading to Gender Inequality

Social factors influencing gender inequality are closely tied to societal expectations of male and female roles. According to SIT, individuals increasingly identify with in-groups, reinforcing the "us" versus "them" distinction and intensifying exclusionary behaviors towards out-groups (Tajfel and Turner, 1986). In this context, the perception that men are more suitable for leadership roles makes it harder for women to advance in their careers. Women are often directed toward low-priority jobs with fewer opportunities for promotion, while men are assigned high-importance tasks (Babcock et al., 2017). This situation creates individual and institutional inequalities, varying across societies. In Western European countries, women's labor market integration is higher due to welfare policies and flexible working arrangements.

Cultural factors include societal norms, stereotypes, and structural elements. A deeply entrenched masculine work culture, especially in male-dominated sectors like construction, technology, and engineering, leads to the exclusion of women. In patriarchal societies, women are expected to focus more on family and domestic responsibilities, while men are encouraged to participate more actively in the workforce. For instance, in Sweden, the female labor force participation rate is high at 74% (OECD, 2021). In contrast, the rate is only around 20% in the Middle East and North Africa. In less modern societies, this perspective often deprives women of education and career opportunities, creating a self-perpetuating cycle (Hofstede, 2001).

Economic factors leading to gender inequality focus on the role of income distribution within societies and households. In countries with high prosperity levels, gender inequality tends to be lower. For example, in Scandinavian countries, where per capita income is high, women have higher labor market participation, leadership opportunities, and education levels. Social policies, flexible work arrangements, and gender equality efforts contribute to this outcome (Duvander et al., 2019). In low-income countries, however, gender inequality is more pronounced. Women often work in informal, low-paying, and insecure jobs. Economic disadvantages deepen gender inequality and necessitate more organized efforts to address it. According to SIT, disadvantaged groups are more inclined to collectively challenge their disadvantage when they recognize society as being structured around group divisions, view alternative arrangements to the status quo as feasible and valid, and possess sufficient collective power to drive social change (Schmitt et al., 2014).

2.4. Combating Gender Inequality

Gender inequality continues to exist as a deep-rooted issue globally, causing disruptive effects at various levels. Removing barriers to women's effective participation in production, leadership, and decision-making mechanisms will provide benefits not only to individuals but

also to organizations and nations. Accordingly, revisiting HR strategies, leadership approaches, and national policies will be a meaningful step in combating gender inequality.

2.4.1. The Role of HR in Combating Gender Inequality

HR strategies play a crucial role in addressing gender inequality. Ensuring fairness and transparency in all HR practices, from recruitment processes to promotions, will effectively enhance the understanding of equality within organizations. Research shows that job advertisements promoting diversity and using gender-neutral language positively influence women's job applications (Gloor et al., 2020). In addition, policies such as flexible work models and parental leave help women achieve a work-life balance and increase female employment. Furthermore, HR departments play a significant role in raising awareness by organizing gender inequality training and awareness campaigns. These campaigns reduce biases and contribute to fostering an inclusive work environment.

2.4.2. The Responsibilities of Senior Management and Leaders in Preventing Gender Inequality

Active participation of senior management and leaders, who hold decision-making authority, is essential in eliminating gender inequality. Leaders need to act as role models and integrate the issue of gender equality into organizational culture (Eagly and Carli, 2007). In this context, implementing conscious leadership strategies is important to overcome the glass ceiling syndrome. Moreover, leaders' active involvement in mentorship is effective in encouraging women employees toward leadership positions. Senior management and leaders also have important roles in establishing diversity committees and implementing equality policies within organizations.

2.4.3. Macro Policies for Preventing Gender Inequality

Legal and economic policies that shape regulations significantly contribute to preventing gender inequality. The principle of equal pay for equal work aims to address gender-based disparities in productivity levels. The UK's introduction of the Gender Pay Gap Reporting Legislation in 2018 is considered a significant step in this regard (OECD, 2021). Additionally, government support for social services such as childcare facilitates the active participation of women in the workforce. Comprehensive parental leave policies implemented in Scandinavian countries are among the exemplary practices (World Economic Forum, 2023). Such policies not only reduce gender inequality but also enhance the economic productivity of nations.

2.5. Gender Inequality Across Sectors

Gender inequality remains a pervasive issue across various sectors worldwide, affecting both economic development and social progress. Women often face barriers to entry, limited career advancement opportunities, unequal pay, and underrepresentation in leadership roles. These disparities are deeply rooted in cultural, social, and structural factors that vary across industries.

Examining gender inequality in different sectors highlights the challenges women encounter and the need for targeted interventions to promote inclusivity and equality (Blau and Kahn, 2017). The situation of gender inequality on a sectoral basis is as follows:

- **Manufacturing:** The manufacturing sector shows significant gender inequality, with men dominating high-paying technical and managerial positions, while women are concentrated in lower-wage, less secure roles. Gender pay gaps are particularly pronounced in this sector.
- **Health:** Despite being a female-dominated sector, men disproportionately occupy leadership and specialist roles in the health industry. Women face barriers in career progression and significant wage disparities.
- **Education:** Women are overrepresented in teaching at primary and secondary levels but underrepresented in leadership roles such as school principals and university administrators. This reflects persistent structural barriers in the education sector.
- **Transportation and Logistics:** Traditionally male-dominated, the transportation and logistics sector have low female participation. Women face stereotypes, inadequate workplace facilities, and safety concerns, limiting their access to opportunities.
- **Finance and Banking:** In finance and banking, women are underrepresented in senior management and board positions. Despite progress in workforce diversity, the gender pay gap persists, particularly in leadership roles.
- **Energy:** The energy sector has one of the lowest rates of female participation, particularly in technical and engineering roles. Cultural biases and a lack of support for women in STEM fields contribute to this inequality.
- **Technology and IT:** The technology sector struggles with gender diversity, with women underrepresented in technical roles and leadership positions. Challenges include workplace biases, unequal pay, and limited mentorship opportunities.
- **Agriculture and Fisheries:** Women play crucial roles in agriculture and fisheries but often lack access to resources such as land ownership, financial credit, and technology. This exacerbates gender disparities, particularly in rural areas.
- **Security and Defense:** The security and defense sector remains predominantly male, with women representing a small fraction of personnel. Women often face discrimination, stereotypes, and limited opportunities for advancement in military and law enforcement careers.
- **Media and Communication:** In media and communication, women are underrepresented in decision-making and editorial roles. They also face challenges such as gender stereotyping in content creation and lower salaries compared to their male counterparts.

2.6. Benefits of Preventing Gender Inequality

Organizations that achieve gender equality improve not only individual well-being but also organizational performance. These benefits manifest in various areas, including economic growth, employee satisfaction, innovation, corporate reputation, and sustainability. Eliminating

gender inequality is critical for enhancing organizations' global competitiveness and building resilience against future challenges.

Studies have shown that teams with equal participation from women are more creative and innovative. Diversity brings together different perspectives, enabling more effective solutions to problems. Desvaux et al. (2017) suggest that gender diversity in management teams significantly enhances company performance. Teams with diverse perspectives adopt more innovative approaches during product development and respond more quickly to customer demands. Research conducted in technology firms has revealed that women's contributions to product development processes, especially in user experience and design, lead to significant improvements (Hewlett et al., 2013).

The economic gains from gender equality are also noteworthy. According to a McKinsey Global Institute (2015) report, achieving equal participation of women in the workforce could contribute $28 trillion to the global economy. Increased representation of women in STEM (Science, Technology, Engineering, and Mathematics) fields exemplifies how these sectors experience significant growth in economic output. Similarly, integrating women entrepreneurs into the business world enhances the number of innovative solutions and contributes to economic growth. A World Bank report from 2020 indicated that achieving equal participation of women in the workforce could increase a nation's GDP by 10–15%.

Companies prioritizing gender equality not only cultivate a more positive public image but also gain an advantage in attracting talented individuals. Among Fortune-500 companies, those that successfully implement gender equality policies report higher levels of employee satisfaction and organizational commitment compared to others (Catalyst, 2020). Organizational policies promoting gender equality foster an inclusive work environment that supports the career development of both female and male employees. Consequently, mechanisms involving women in leadership positions demonstrate greater success in crisis management. This indicates that diverse teams provide more flexible and creative solutions during times of crisis. For example, countries led by women during the COVID-19 pandemic achieved better outcomes in managing the crisis (Garikipati and Kambhampati, 2021). Similarly, female leaders in organizations were observed to make more transparent and empathetic decisions during crises. IKEA launched a mentorship program specifically for advancing women into leadership roles, increasing the proportion of female managers from 25% to 50%. This change resulted in significant improvements in customer satisfaction and employee engagement. Similarly, Deloitte enhanced its innovation capacity by offering flexible work hours and leadership programs to increase the representation of women in the workforce.
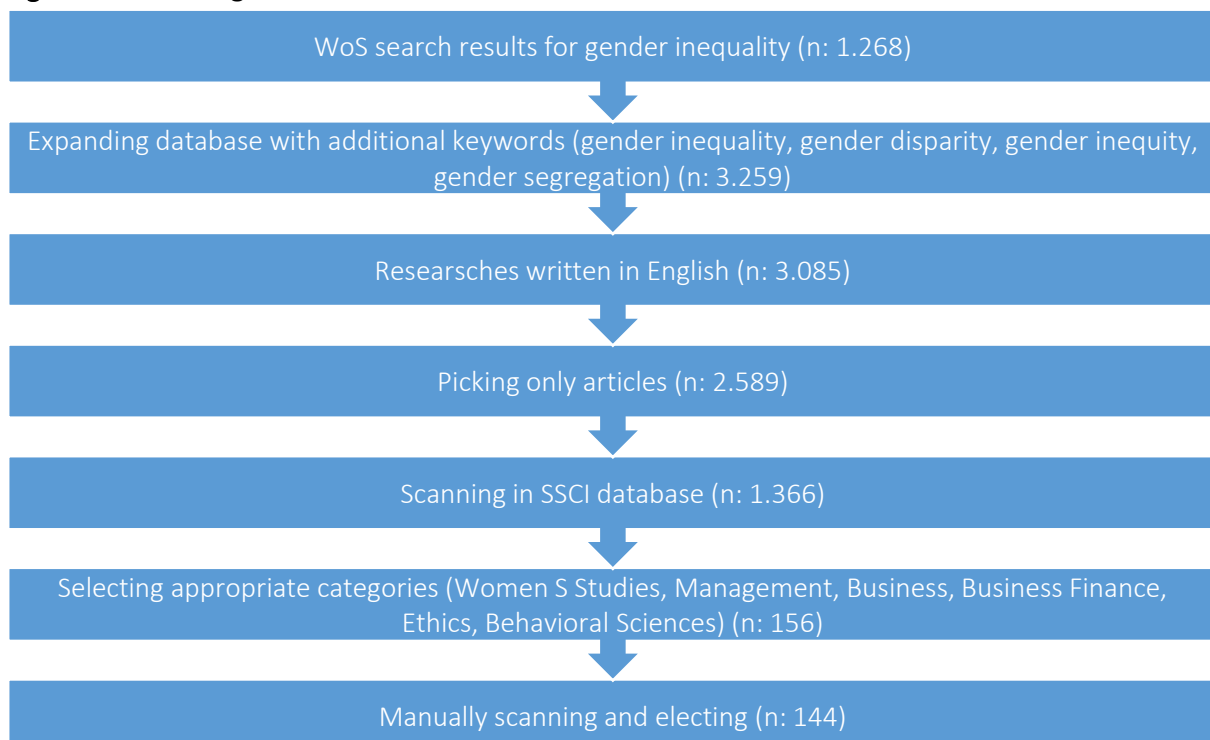
3. RESEARCH METHOD

3.1. Data Collection

In this study, the SSCI articles available in the WoS database were used as the primary data source. The reason for this choice is that the WoS contains the most prestigious, comprehensive, and impactful journals, making it highly suitable for bibliometric research.

Certain filtering steps were applied to identify research relevant to the topic of "gender inequality in business." Articles were selected in English, and keywords such as gender inequality, gender disparity, gender inequity, and gender segregation in the title, keywords, or abstract were prioritized. Despite these filters, the articles spanned various disciplines, and to maintain thematic consistency, only studies categorized under Women's Studies, Management, Business, Business Finance, Ethics, and Behavioral Sciences were included, narrowing the total to 156 articles. To enhance inclusivity, no restrictions were applied to the publication date of the articles. Lastly, after individually reviewing the 156 articles, it was determined that 12 were not directly related to women in the workforce, leaving 144 SSCI articles for further analysis. These steps in the literature review process are illustrated in Figure 1.

Figure 1. Flow diagram of literature review

| WoS search results for gender inequality (n: 1.268) |
| Expanding database with additional keywords (gender inequality, gender disparity, gender inequity, gender segregation) (n: 3.259) |
| Researsches written in English (n: 3.085) |
| Picking only articles (n: 2.589) |
| Scanning in SSCI database (n: 1.366) |
| Selecting appropriate categories (Women S Studies, Management, Business, Business Finance, Ethics, Behavioral Sciences) (n: 156) |
| Manually scanning and electing (n: 144) |

3.2. Analysis of Data

This study utilized the content analysis method, one of the qualitative research methods. In this context, 144 SSCI articles on the topic of "gender inequality in business" were analyzed using bibliometric and qualitative methods based on specific research questions. After providing descriptive statistics of the combined dataset, the dataset was transferred to the Bibliometrix program for bibliometric analysis and to the MAXQDA program for qualitative analysis, including word frequency and relational correlations.

Bibliometrix is a program that visually represents data such as keywords, citations, authors, publication dates, and the country of origin of works in a networked format and creates bibliometric maps. This RStudio based program is used for exploring and analyzing large amounts of research data through BibTeX files from scientific databases like WoS. MAXQDA, on the other hand, is a program used in qualitative data analysis and text mining, enabling the exploration and analysis of large research datasets. MAXQDA facilitates various processes, such as coding and thematizing texts, creating and analyzing word clouds, designing word trees, visualizing data, and conducting content analyses, thereby uncovering patterns, trends, and relationships within the data.

The prominent operations related to bibliometric and qualitative analysis are as follows:

- **Bibliometric Analysis:** Examines the dynamics and trends of scientific activities by statistically analyzing various aspects of scientific publications (e.g., authors, journals, citations, themes).
- **Qualitative Analysis:** Examines the content and themes of qualitative data, such as text, interviews, or observations, providing an in-depth and contextual understanding of the research topic.
- **Word Frequency and Relational Correlations:** Analyzes the frequency of specific words, such as keywords, in texts and their relationships through interfaces like word trees.
- **Coding and Classification of Texts:** Enables the analysis of textual content by categorizing it into specific themes. Coding involves marking text segments according to particular themes or topics.
- **Creating Word Clouds and Trees:** Visualizes the most frequently used words in texts, adjusting font size based on usage frequency, and analyzes relationships among these words.
- **Creating Maps:** Visualizes data on geographical or conceptual maps, aiding the examination of spatial distributions, co-occurrence networks, or conceptual relationships.
- **Data Visualization:** Presents data effectively and clearly using graphs, tables, and other visual tools.
- **Content Analysis:** Systematically examines citations, themes, country information, patterns, and meanings within texts, enabling comprehensive analysis.

4. FINDINGS

In this section of the study, 144 SSCI articles in the WoS database on the topic of "gender inequality" in business science will be analyzed. There was no time limitation imposed on the mentioned works, and it was observed that these works were published between 2002 and 2024. Looking at the years, only four works were produced in the first three years, while this number increased to 58 in the last three years. This trend points to the growing academic interest in gender inequality.

This section will sequentially present the most cited documents, keyword tree maps, three-field plots, countries' scientific productions, thematic maps, co-occurrence networks, word cloud maps, word trees, and code-subcode-segment models. Each visual will be explained in detail within the framework of the findings.

**Figure 2**. Most cited documents
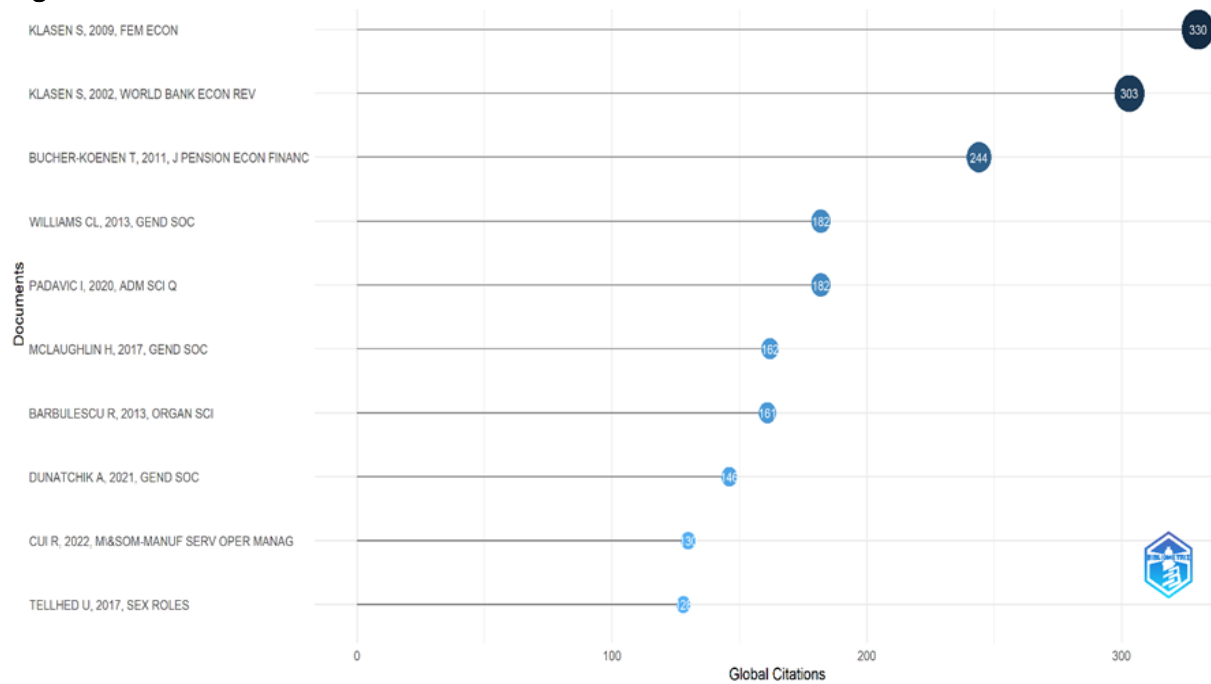
Among the most cited works in this field, Klasen's 2009 article stands out with 330 citations. It is followed by the same author's 2002 World Bank report. The third is Bucher-Koenen's 2011 work. The total number of citations for these three works, approximately 900, surpasses the citations of all other works combined. This visual serves as a guiding reference for authors working on similar topics.

Figure 3. Authors' keyword tree map

The authors' keyword tree map contains the frequency and percentage information of the 50 most used keywords. The larger the frequency count of a keyword, the larger the box representing that keyword. The top three keywords were "gender," "gender inequality," and "gender segregation," with frequencies of 19%, 9%, and 6%, respectively.

Figure 4. Three-field plot: Keyword - author – country

This visual helps the researcher simultaneously display three different variables and their relationships. For the three-field plot in this study, keywords, author names, and country information were selected. Accordingly, the countries with the most publications are the USA, the United Kingdom, and Australia. Multi-element cross-matches of the most used keywords and author names are displayed in the visual.

Figure 5. Countries' scientific productions
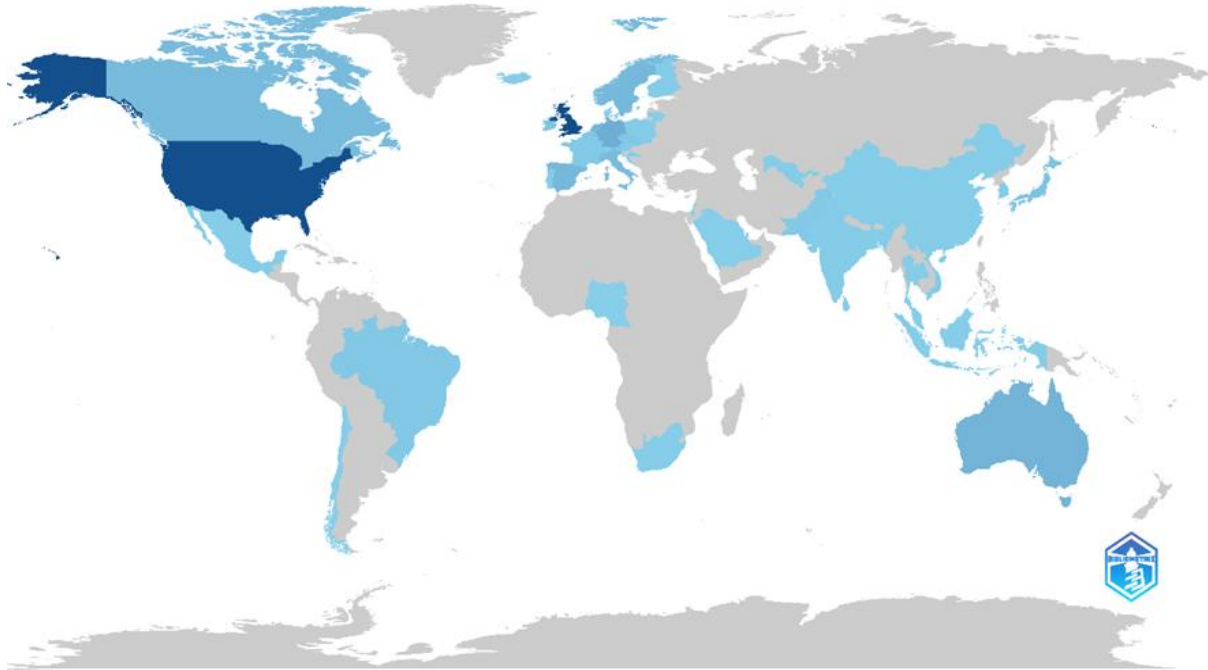
The country-based analysis of the works included in this study and related to gender inequality is also presented. In this figure, the countries producing the most publications are shown in the darkest tones. Therefore, the countries with the lightest shades produced the fewest publications, while countries with no color produced no or very few works in this area.

Figure 6. Thematic Map
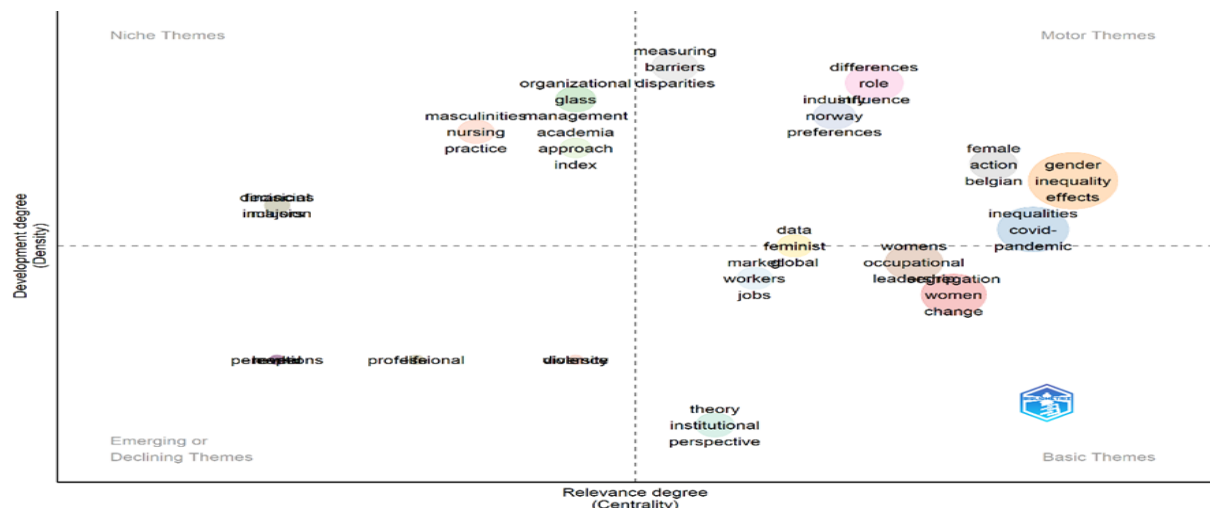
This visual holds a significant place among the findings of this study. The reason for this is that thematic maps allow the examination of keywords in four sections. Basic themes represent the foundational keywords frequently used in many works over the years. Keywords such as integration, women, and change stand out in this category. Motor themes show keywords that have become prominent and popular in recent years. Following these trends in current research is advantageous for researchers. The most frequent keywords here are gender, inequality, and effects. Niche themes consist of keywords not sufficiently studied in this field. Researchers focusing on this area in their future studies may find an advantage in differentiation. The most common keywords in this group are masculinities, nursing, and practice. Emerging or declining themes refer to keywords that are either becoming outdated due to overuse or are newly emerging and insufficiently represented in studies. Keywords in this category may either disappear from the map over time or become popular and move to other sections. The most frequently used keywords in this category are professional life and perceptions.

**Figure 7**. Co-occurrence network
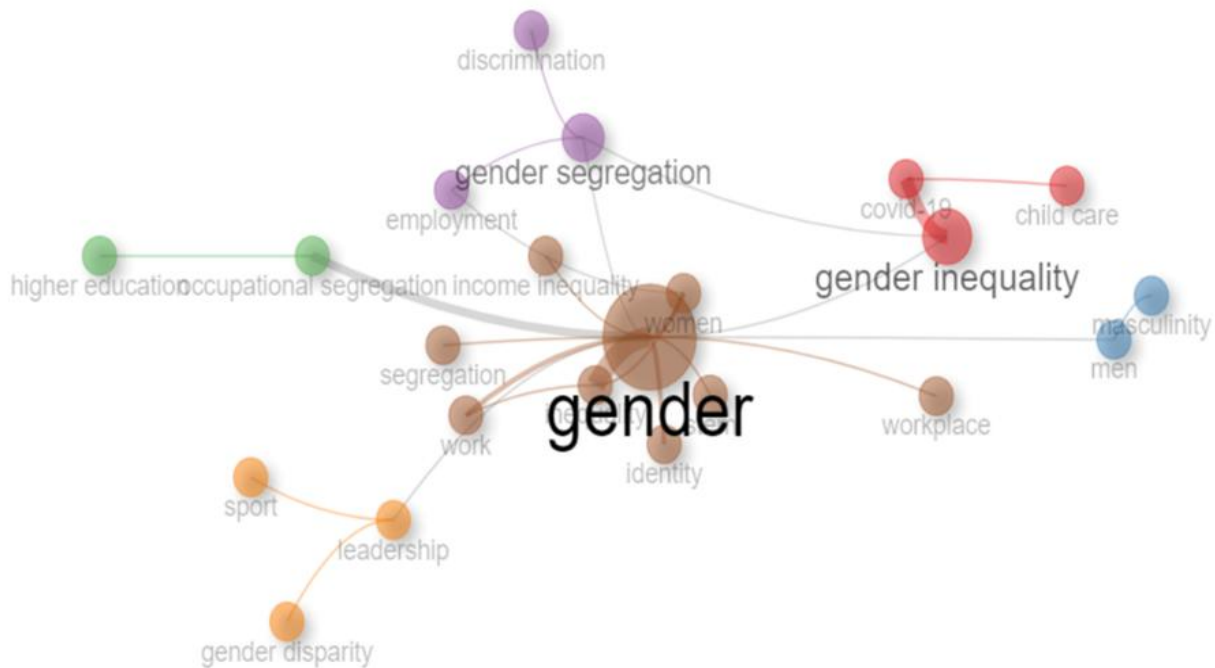
When producing works in the literature, certain terms are frequently used together. Therefore, information on the most commonly used terms in a specific area and their relationships is essential for researchers. According to the co-occurrence network visual, the most commonly used keywords in studies on gender inequality in business topic are gender, gender segregation, and gender inequality which form clusters with other keywords.

Figure 8. Word cloud map

One of the most popular visual tools of the MAXQDA program, like many qualitative analysis programs, is the word cloud. This design filters out prepositions, conjunctions, numbers, and other non-content words to create word clouds from the most frequently used words. In this study, the most commonly used words in 144 SSCI articles were gender, women, and work.

Figure 9. Word tree

Another type of qualitative analysis offered by MAXQDA is the word tree. This analysis identifies words with common roots and visualizes their branches and splits in a tree-like structure. Prominent word groups and continuing sentence structures in the study are shown above.

Figure 10. Code-subcode-segment model
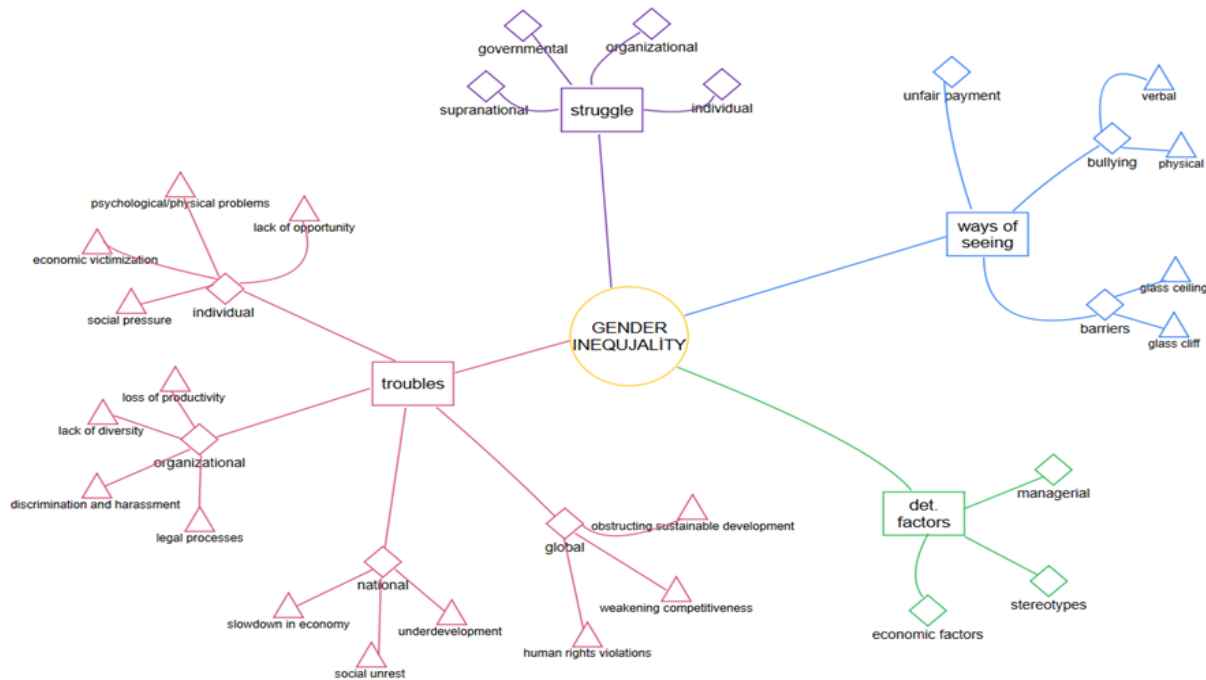
The final analysis of this study is the code-subcode-segment model. Here, all the studies in the dataset are examined individually, and relationships between codes are identified. Accordingly, studies related to gender inequality were divided into four codes: struggle, ways of seeing, troubles, and determining factors. These codes were further divided into subcodes and segments, creating interlinked structures. The network design and segment information of this study are presented above.

5. DISCUSSION and CONCLUSION

In this study, articles in the WoS database addressing the topic of "gender inequality" in organizations were analyzed. After applying various filtering steps, a total of 144 SSCI articles written in English were identified and subjected to bibliometric and qualitative analyses. The prominent findings from these analyses are discussed in this section within the scope of literature and SIT.

Firstly, the earliest study in this field was identified as dating back to 2002, but the number of studies has significantly increased in recent years. This indicates a growing sensitivity within the academic community towards gender inequality over time, while highlighting that the issue remains current. Social environments in which individuals are situated may trigger these

behaviors. SIT suggests that the status of an individual's in-group within the social hierarchy significantly shapes their attitudes toward inequality (Oakes et al., 1994).

Another key finding of the research is that the works of the researcher "Klasen, S." have received the highest number of citations, suggesting that the author plays a pioneering role in the field of gender inequality. Furthermore, the words gender, gender inequality, and gender segregation were identified as the three most frequently used terms, with a frequency rate of 34%. According to the findings, the countries with the highest number of publications on gender inequality are the USA, the United Kingdom, and Australia. While this can be seen as a result of developed countries' efforts to combat gender inequality, it is important to note that gender inequality is still prevalent in many developing countries (Klasen, 2018).

An analysis of thematic map data revealed that keywords were categorized into four themes: basic, motor, niche, and emerging or declining themes. Within the scope of gender inequality, keywords frequently addressed and almost standardized in the field included integration, women, and change (basic themes). In the motor themes category, which includes popular keywords frequently used in recent studies, terms such as gender, inequality, and effect stood out. These terms are similar to the theme words identified by Araujo-Vila et al. (2021). The keywords masculinities, nursing, and practice were observed in the niche themes category as underexplored topics. In the emerging or declining themes category, keywords like professional life and perceptions were found to be either overused and becoming outdated or newly emerging and not yet widely studied. When we look at the research carried out in the last few years, it is seen that these studies include more technology, in line with the requirements of the digital age, and reflect the perspectives of younger generations who have just entered business life. This is very important in understanding how the same issue evolves as generations and time change. These results largely align with the findings of Nitiwatthana and Prabpala (2024).

Finally, through the detailed examination of the data, prominent structures among certain concepts were identified, leading to the development of the code-subcode-segment model. Accordingly, the concept of gender inequality was divided into four main codes: struggle, ways of seeing, troubles, and determining factors. Each of these codes was further divided into subcodes and even segments. For instance, under the struggle code, subcodes such as individual, organizational, governmental, and supranatural were identified.

These findings have both practical and theoretical implications. Within the scope of practical implications, the dimensions of gender inequality within the organization have been revealed in terms of organizational management and HR managers, and a comprehensive analysis has been conducted through the SSCI articles that stand out in the literature in this field. In this way, concepts related to gender inequality were revealed and the topics and themes that the researchers focused on were included. By focusing on the mentioned issues, it is aimed to better understand gender inequality in organizational management and produce more realistic solutions to this problem. From a theoretical perspective, SIT stands out as an interactionist social psychological theory that examines the role of self-concept and related cognitive

processes and social beliefs in group processes and intergroup relations (Hogg, 2016). However, SIT did not address this process in the context of gender. In this study, this gap in theory has been tried to be filled and a modern and up-to-date contribution has been tried to be made with studies mostly carried out in the 21st century.

Regarding the study's limitations, a few points are worth mentioning. Firstly, the analyses were limited to articles obtained from the WoS database. This means that works from other databases and other types of literature were not included in the analysis. Another limitation is that only articles written in English were examined. Since bibliometric research requires detailed classification disciplines and relies on file formats like BibTeX, the infrastructure in many databases does not yet function effectively in this regard. This represents another constraint preventing the study from gathering data from broader databases. This situation, which is observed throughout bibliometric analyses, limits access to comprehensive research and may introduce bias in evaluations. Future research would benefit from utilizing a larger data pool from multiple databases and including studies written in languages other than English. Lastly, analyzing some of the basic concepts included in this study, which are closely related to gender inequality, can reveal different dimensions of the issue.

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Declaration of Contribution Rate: The entire study has been prepared only by the responsible author.
Declaration of Support and Appreciation: The research did not receive any support from any institution or organisation.
Declaration of Conflict: The author declares that there is no conflict of interest.

In this study, the rules stated in the "Higher Education Institutions Scientific Research and Publication Ethics Directive" were followed.

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