

Gender Dynamics in Contemporary Workspaces

Nyiramukama Diana Kashaka

Faculty of Education, Kampala International University, Uganda

ABSTRACT

Gender dynamics in contemporary workspaces reflect evolving societal, cultural, and organizational structures that both challenge and reinforce traditional norms. This paper critically examines the historical and current representation of gender roles across various industries, highlighting how systemic barriers, organizational culture, and implicit biases continue to shape the experiences of women and gender minorities in the workforce. Drawing from global and regional case studies, particularly in Southeast Asia and the United States, the paper explores the persistent challenges of gender stereotyping, exclusionary practices, and structural discrimination. It also investigates the influence of gender diversity on workplace culture, the effectiveness of legal frameworks, and the potential of inclusive leadership to transform workplace environments. Special attention is given to emerging dynamics in remote workspaces, where traditional gender roles are renegotiated in the context of home-based professional settings. By synthesizing interdisciplinary insights, the study proposes actionable strategies and best practices to foster equitable, inclusive, and diverse work environments.

Keywords: Gender dynamics, workplace equity, gender representation, diversity and inclusion, gender stereotypes, remote work, leadership.

INTRODUCTION

Gender is a significant theme in academic research, serving as a lens to understand social reality. Often, social reality is viewed as linear, with women seen merely as complements. However, women are central to social systems, irrespective of their roles. Gender studies in the U.S. reflect this sensitivity, utilizing various media like journals and exhibitions. They've made notable contributions to political, social, and media sciences. In Southeast Asia, however, obstacles such as political instability, illiteracy, poverty, and low gender awareness hinder the integration of gender perspectives. Media studies in this region often approach gender through a statistical lens, framing gender roles in a binary manner: males as creators and females as objects. There are limited conditions for exploring gender beyond this binary view. Southeast Asian gender studies emphasize empowering women, but frameworks for studying gender remain undeveloped. Research on gender in media is vital due to existing gaps in studies, which are often overlooked in consumption-driven, gender-defined mass communication. Traditionally, gender studies might have been deemed a lesser concern; however, global media often neglect gender issues, complicating their treatment. While gender theory and knowledge exist, they do not guarantee a comprehensive understanding beyond statistical and cultural dimensions [1, 2].

Historical Context of Gender in Workspaces

Female and male roles have frequently been dictated by macro forces outside individual control. This has contributed to an individual gendering process whereby differences are delineated and incorporated into situations. As women's movements were gaining ground, new forms of representation were created through images, logos, and metaphors that often spilled from social movements into policy processes. Impacts on gender relations from such representation overflowed into later periods, showing how structures remained enduringly, albeit unpredictably, in play. To complement earlier work showing how structures endure and change over long periods, social representations that were at play alongside women's movements were incorporated. Local gender regimes, concurring with global discourses, shape how women curb risks in the workplace. The constant threat of immediate injury or death limited women

in the eve-jobs. The fear of injury, loss of reputation as a good worker, and expulsion from jobs led women to minimize night travel. Compensatory safety practices were framed as worker rights, and women's ability to exercise their rights was impeded by social and economic constraints. When applied to manufacturing, women's struggles for decent working conditions in emerging economies kindle transnational action. As a female-dominated labor force expanded, the gender imbalance impedes women's careers. Gender imbalance at the workplace, alongside prevailing neo-liberal ideologies, generated a male-oriented organizational culture. Women's exclusion from at-work socializing perpetuated their isolation from information and development. By viewing elite groups' social practices, it is revealed how at-work social practices promote women's mutual learning and foster inclusivity. These practices include an overt approach highlighting the importance of women's signals, collectively challenging inappropriate behavior, and arranging informal events [3, 4].

Current Gender Representation in Various Industries

Professions with the greatest potential for women also show the greatest sex segregation. The traditional view of women's roles has had a long-standing impact on job sex segregation, discriminatory attitudes about women's capabilities, and the kinds of jobs suited for women exist in both the work and family spheres, though there are indications of change towards the expectation of equal work and family roles. The early workplace was male-dominated. Outside the home, jobs available to women were confined to nursing, teaching, office and factory jobs, and domestic servitude. An acceptable reason for taking paid work outside the home was a shortage of male labour. Women's absence from higher-paid jobs denied them financial independence, security, and prestige. Male dominance led to male worldviews and practices that prized and safeguarded masculinity and the male order, together with relentless exclusion of women. This exclusion continued as women escaped the factory and the service sector. Surveys conducted show women's slow exit from the lower ends of the labour force from congregated at the managerial level in banks, insurance firms, restaurants, estate agents, and non-congregated professions such as management consulting. Efforts to recruit women into the upper levels of industry, personable and stable women, began to be promoted into the mandated directorships. Gendered expectations made operating in a male world difficult and harmful to them. In contrast, there has recently emerged a demand for women able to operate in the new world of global markets with the communication skills, international experience, and cultural flexibility created by a socialisation process different from traditional managerial succession. These women are leading firms with international development strategies and global. Instead of a clutter of women's complaints, there appears an echo of downright disbelief from men taken by surprise and attempting to deny the facts of the gender discrimination. Women entering the workforce in growing numbers immediately began to experience discrimination and conscious as well as unconsciously formed sex segregated positions devoted totally to secrecy, contact tracing, and other extensive record keeping. This exclusion occurred at every level, although the highest offices of government were overtly male destinations. It seemed that the more highly skilled and educated women became, the more imbecile and incompetent they were perceived and treated by men [5, 6].

Impact of Gender Diversity on Workplace Culture

Diverse work groups, in terms of gender, ethnic origin, tenure, and other characteristics, are present in many organizations. Group diversity can provide numerous benefits, predominantly to organizations. However, the interaction between group members post-formation can derail beneficial group processes and outcomes. Notably, this means that although organizations may have set up diverse work groups, they may still not reap any of the diversity benefits because of the emergence of group-level homogeneity. Due to the concept of gender roles, complex interactions between perceivers and targets may occur that invade perception formation processes concerning job competence. Targets are often automatically perceived in terms of their gender categories the moment they get visible, leading to the formation of gender imprints. Such expectations function as schemas that affect the processing of target-congruent information, shaping subsequent perceptions. Positive gender stereotypes facilitate impressions of men but are detrimental to women. The application of gendered role definitions can potentially take over, regardless of whether perceivers initially learned to forecast on jobs or gender. Hence, gender diversity does not provide a direct solution to work group combinations. Too few women or groups being predominantly male is likely to leave normative, gendered expectations intact, to the detriment of female targets. Notably, these expectations are expected to snowball; gender role congruence in perceptions will enhance the chances of positively worded gender role stereotypes being applied further in time, negatively affecting female targets' perceived abilities and competence. In contrast, work group gender diversity increases the likelihood of broadening the expectancy basis for both genders, which may facilitate alternative perception processes for women. In addition, perceptions of women as physically

unfit for their assumed job also arise as a general consequence of gender role expectations, a notion that may spill over onto judging women's maternal effectiveness. Gender performance perceptions extend from jobs to physical appearance, and this mechanism may work similarly for targets of more diverse work groups, enabling perceivers to see past gender role expectations for perceivers. Such a shift may both inhibit the notice of strong bias in either gender direction and amplify the expectancy basis, decreasing overall discrimination. The applicability of informal perception formation processes concerning the emotional competence of gender-diverse target groups aids in reducing performance bias as well [7, 8].

Barriers To Gender Equality in The Workplace

Despite laws aimed at eradicating workplace gender discrimination, women continue to struggle for recognition and respect. The challenges they face arise from how gender discrimination manifests in professional settings. Female employees often find their male counterparts receiving more attention and accolades, while their accomplishments are minimized or framed differently. Such portrayals contribute to a perception that undervalues women's contributions. These subtle obstacles may seem minor but carry significant repercussions. Research indicates that when female contributions go unrecognized, it profoundly impacts evaluations, career growth, and wage disparities. This article explores how policies and practices beyond traditional antidiscrimination laws obstruct women's progress. Gender sidelining, where individuals are often overlooked or deemed less credible, affects women's visibility and acknowledgment in the workplace. The implications are substantial, spanning career stability and development. Understanding gender sidelining is crucial for mitigating its negative effects on female employees and ensuring equitable recognition in professional environments [9, 10].

Gender Bias and Stereotypes

Heavy critiques often come from bosses who rely on gut feelings instead of constructive assessments. There are unrealistic barriers to success and a lack of encouragement, with failures met with harsh judgment. Such evaluations frequently overlook positive contributions, and feedback for women can be particularly brutal, lacking a clear path to improvement. Male peers receive constructive critique, while women often face personal attacks without a measurable way to improve. Although many share anecdotes, documenting these experiences is challenging, with formal testimony often absent. To address these issues, gender-neutral assessment tools are essential, along with transparency in promotion processes through consistent documentation of evaluation criteria. Implicit criteria must be shared, and all steps of the promotion process should be recorded. Recommendations, along with the identities of those making them, should be disclosed. Firms must also reveal gender-related outcomes; recommendations lose impact if kept secret. Disclosing such information fosters a culture of gender neutrality that legislative bodies aim for. Data highlighting unequal treatment in promotions raises awareness of potential biases. Scrutiny of one's own biases can be difficult, yet it's vital to support women who excel and encourage others to do the same. While not a complete solution, this support is an important step toward change. The approach should not rely solely on punitive measures against discrimination. Women and minorities possess the intelligence and capability to thrive; providing equitable opportunities is key to benefiting society. Yet, privilege is rarely given without effort [11, 12].

Legal Frameworks Supporting Gender Equality

Disadvantaging women based on gender has long been condemned and outlawed in workplaces. Sex discrimination is banned in nearly all sectors across the U.S. and many democratic nations, affecting public and private employers alike. International human rights treaties also prohibit gender discrimination, focusing on workplace behaviors. Some governments introduce guidelines and initiatives to promote gender equality at work. Antidiscrimination laws equip women facing workplace bias to pursue disputes over unfair treatment. For instance, a woman denied a promotion due to her sex can take her case to an agency or court. Such discrimination is unacceptable today. Over the past 50 years, workplaces have evolved, with a larger female workforce and more demanding educational standards reducing overt bias. Many also value gender diversity, leading to public condemnation of discrimination. Women often work in environments where they are respected as equals and engage with clients of all genders. Despite these protections, many U.S. workplaces still exhibit forms of gender discrimination. Women remain underrepresented in leadership; most power and social networks are still male-dominated. Female employees frequently face adverse treatment that the law does not fully address, including subtle biases. They often endure increased scrutiny compared to their male counterparts and struggle with limited access to opportunities. Male workers typically receive more recognition and media coverage, while women are often sidelined in discussions about crucial decisions. This sidelining persists in various forms within workplaces today [13, 14].

Best Practices for Promoting Gender Diversity

The diversity of gender within organizations drives best practices and fosters external change. To promote gender diversity, implementing the "Rooney Rule" for corporate boards could be beneficial. This rule, requiring a minority candidate in final selections, is suggested for enhancing women's representation. Hiring female leaders can invigorate workplace culture, particularly in male-dominated industries. Female athletes witnessing women's success can motivate them to pursue achievements in their fields. By adopting the Rooney Rule, organizations can normalize women's leadership, encouraging greater interaction between genders. Such relationships can foster openness and help dispel discriminatory beliefs stemming from ignorance. However, merely changing the gender composition of leadership alone won't transform corporate culture or ensure compliance with anti-discrimination policies [15, 16].

Role of Leadership in Gender Dynamics

Organization plays a more significant role than person, and leadership can thus be understood as being tied to organizational and situational parameters. Social identity is important to the understanding of leadership, especially race, class, and gender. Female leaders experience differences from their male peers due to early socialization and stereotyping, as well as the co-evolution of race, ethnicity, gender, and sex as criteria of leadership. This context-driven, changeable understanding of leadership experiences makes it necessary to study views of leaders in their organizational context and not just derive theories from a few case studies of individuals. These accounts will be affected by the current dynamics of organizations, but the representations also embody notions of leadership that condition the limits, possibilities, and fears of leaders and their responses to organizational locales. The importance of this focus is that it will broaden the range of leadership studies by pulling it closer to where and how leadership is enacted, contested, and negotiated. It also complements the plethora of literature on women and leadership by grounding the studies of women's leadership in wider understandings of leadership dynamics overall. As the organizational context changes, so will the leadership stories told and their meaning. This study aims to contribute to this scholarship on women and leadership. The devolution of leadership, social identity, and a focus on diversity and gender-balanced teams are important themes worldwide. Many organizations in both the public and private sectors are now keen to project themselves as having "equal opportunity" policies, and these policies are increasingly being eroded or not elucidated clearly. The complaints about cultural change have emerged in many contexts, including academic workplaces. In many instances, this context has enabled women to reach top leadership positions. However, in many others, this gradual change has ameliorated but not eliminated gender-disabling leadership styles, and the tension there is with respect to these. Women leaders' experiences diverge sharply, in part because the gender history of the workplaces in which they work diverges and in part because the entrance routes by which they attained their posts differ [17, 18].

Gender Dynamics in Remote Work Environments

While it should be evident that the dynamics of gender are transformed by physical distance, the existing studies on remote work highlight a gap in understanding the processes that underpin this transformation or transformation. Therefore, focusing on the intersection of modest social expectations about caring and domestic roles along with work commitments and the politics of these tensions as they are practical in time and space at home might provide insight into gender dynamics in remote work environments. It can show how these dynamics become/re-determined, and negotiated over time. Subsequently, contrasting remote work policies and the domestic space of married couples at the start of the pandemic, a period of unfolding uncertainty, are examined as a potential site for gender relations. They offer a distinctive theoretical contribution to scholarship on gender and the work/home interface and add to the understanding of the unfolding and intersection of two orders of expectations: traditional social expectations regarding care and domestic roles and modern expectations regarding work. They point out that the two orders shape the negotiation of space and time and the performance of gender, and consequently coalesce and diverge. Further, they argue that such a process is gradual and more relational than either a brief dualism or a fixed pre/post comparison allows. Finally, it is discussed how the findings might inform workplace practices, especially during highly uncertain times. The relatively sudden shift of much work to the home during the COVID-19 pandemic has raised important questions regarding the gendered negotiation of work and home boundaries, which are at the heart of modern expectations about work and family life. These questions are relevant for the domestic space as well as for organizations and workplaces [19, 20].

Intersectionality and Gender in The Workplace

Intersectionality represents another way of measuring and counting employees to understand how they respond differently to a common organisational structure in practical ways. Intersectionality emphasizes how a multi-faceted categorisation of race and gender shapes the resilience of the employed in actively resisting and/or navigating barriers to advancement within and/or outside the workplace. Intersectionality as an individual perspective highlights the importance of providing academic space for ethnic minority women. Most of the literature reviewed in this cluster has a particular focus on the experiences of ethnic minority women, highlighting how their experiences qualitatively differ from those of all other groups. This approach tends to emphasise how women are located structurally. It is the deeply troubling intersection of racism and sexism that warrants the 'double jeopardy' label, and the situation of black women that takes centre stage. This cluster fills an important gap in the literature, in that, while the majority very often ignore questions of race and ethnicity, those who have usually been structurally located offside are placed centre stage. Conceptualising and thus investigating intersectionality in this way highlights how ethnic minority women are constrained in negotiating advancement as a result of the materiality of their being different in gender and ethnicity. The identification of tensions that ethnic minority women experience when negotiating between majority culture and minority culture is significant. Constructs to explain these tensions are created or further developed, such as bicultural stress and role stress, to explain these women's lived experiences [21, 22].

Case Studies of Successful Gender Initiatives

Gas Station, an Asian company, aimed to retain talented women employees. They believed women could contribute more efficiently than men in the office environment. However, due to challenges, including long working hours and irregular work patterns, many women employees resigned. To address this, Gas Station reformed its workplace culture and child-care system. Changes made included fixing work hours and regulating work requests at least five hours before working hours, shifting control from teams to departments, providing overtime and on-duty work in cases with a backup, and outlawing out-of-office telecommuting. Additionally, the childcare system was improved by building childcare centers near workplaces, shortening one year of leave, advancing the leave of absence system, expanding family leave, and reserving re-employment conditions for transferred employees. These reforms were met with tough resistance, but they were crucial for Gas Station's mid-term strategy as an organization that retained talented women employees. Variety training was provided to staff to embrace the reform, and a consulting company was hired for objective management. Though difficult to quantify the outcome, the number of resigning women employees dramatically decreased, and again, more loans were requested for the childcare center by head offices. These cases were evidence that organizational reformation could also contribute to gender equality in the workplace when properly undertaken. In 2005, the bank launched the Women At Work initiative to activate social consultations with women's networks. It recruited women for higher roles in a limited number through the project, but few were promoted on a competitive basis. To solve this, Equality & Diversity partnered with the Steering Committee Companies in 2010 to launch a project aimed at ensuring equality among the candidates. A third party was appointed to provide gender quotas and equality at the analysis and reviewing levels. The Chance was launched to hold an external review announcement, and candidates were provided the chance to prepare pitch presentations. The listing screening is divided structurally into metrics to check candidates and a process by which the industry approval review was conducted objectively, publicly, and consistently. Consequent gender-based opportunities among the top roles expanded to offers. Gender ratios also notably broadened, reaching about half of choices and new hires, up to one in three as reversely selected. Governance ratios improved as well, approaching an economy-oriented committee. Board and subcommittee female members rose substantially, forming a reasonable second-largest earning members and preventing preventable losses. More candidates across business company industries with longer positions were being filled by women at the executive level. It was estimated that about were saved yearly due to this project [23, 24].

Employee Resource Groups and Gender Advocacy

In an effort to build inclusive cultures and promote gender-related initiatives, many organizations have sought to lift up the voices of minority employees and have attempted in many ways to hear and advocate for their opinions about workplace structures and policies. Many organizations have created employee resource groups (ERGs) for underrepresented groups, which provide ways for employee advocates to convene, share their thoughts, and enact change. While ERGs have made significant strides in employer efforts to be more equitable for diverse employees, they are not without their challenges. One issue facing many ERGs is that while organizations may be eager to hear the thoughts of the employee advocates, there is still a lack of accountability for when those thoughts are not taken into consideration or followed

through on. Data collection on the operations and demographics of ERGs and their benefit to workplaces has been primarily qualitative, presenting special challenges when it comes to making assertions about best practices. Based on the existing qualitative research data on ERGs, this section provides the backdrop and insights for future data collection on the operations of ERGs across organizations, what hurdles they face in their operations, and what companies can do best to improve their efficacy. To build a more equitable social structure workplace, there are a number of necessary steps to be taken, starting with holding executive leadership accountable for equitable practices. Within organizations, such accountability can come through employee education and training initiatives, along with DEI task forces that provide a consistent hold on upper management. Secondly, ERGs focused on diversity, equity, and inclusion (DEI), underrepresented employee demographics, or a shared identity centered around protecting a marginalized group must be formed. In order for an ERG to be fully effective, though, they must also have their executive sponsor to champion their objectives to the greater leadership of the organization. Regular meetings, feedback, and democratic representation of ERG membership will also be required for sustained impact [25, 26].

Work-Life Balance and Gender Considerations

The 21st century has ushered in many groundbreaking concepts that are changing the landscape of traditional workplaces. However, one of the largest stigmas still affecting today's work-life balance policies is the resolve that the issue is completely solved. Given how easily prejudices can be disguised, organizations may unconsciously maintain gender stigmas in their work-life balance practices. For organizations desiring equality in work-family policy benefit distribution, deconstructing gender-stigmatized views surrounding employees' family vs. work obligations is imperative. Targeting both the workplace culture changes that diminish stigma and the transparency practices that expose hidden stigmas is essential to such an endeavor. First, however, the financial factors that connect balanced employees to financial success for an organization should be examined. Although there is psychological research supporting the claim that work-life balance has positive organization-wide outcomes, such as lower levels of employee absenteeism and turnover, and lower levels of employee stress and burnout. Such peace-of-mind research should be further developed and provided to organizations to help them recognize the links between successful employee balance and successful organizations. Such a fundamental tactic could provide employee comfort and prompt discussions, which may encourage organizational collaboration. While not widely available, guidance from these collaborations may eventually help create employers that either provide support resources to their employees or end organizational gender stigmas over the need for them. However, organizations hoping for these results through such optional practices should be ready to accept that these practices may provide only short-term organizational worth and further facilitate an implicit view that other organizations' operations overcare for their employees. In an attempt to create long-term benefits, organizations desiring to gather practices to attract and keep balanced employees may instead want to investigate interviewing candidate personality tests to add to their pre-employment assessments [27, 28].

Mentorship and Sponsorship for Women

Mentorship historically has been invested in men, not women. The 'Mother Jones' Effect, where male managers, executives, or heads of department had 'mothers and wives' producing the 'workforce', was mentioned. Individual men supported women within the dominant masculinist culture in STEM. Such career-related support for women was mainly through mentoring by the PhD supervisor and the HOD. Male mentoring was privately conducted; two women were not mentored by the same person. 'Sisterly' support was more of a 'fix it' type, enabling women involved to cope with the realities of a male-dominated culture than an investment in women's career advancement. Women, for the most part, lacked the career accelerator provided by sponsors, leveraging power to advance their protégés' careers. By distinguishing between mentoring and sponsorship, this article contributes to the understanding of the way the culture in STEM perpetuates male dominance. Women generally had low career support compared to men. Women were observed to partake in self-exclusion from the informal networking and socializing that establish powerful connections and strengthen reputations. A clear indication of the male dominance of the networks is found in women not participating in the informal socialisation and networking. Sponsorship was not observed to the same extent as mentoring amongst men, even though some men were observed to be sponsors of women. Most academic advisory personnel allied with sponsorship, whom female staff believed could assist with obtaining a promotion, were unattainable, perceived as discriminatory to women, and were male. Women perceived their male counterparts as favouring men for positions of institution wide significance and sought to ease what was believed to be a 'glass ceiling' preventing women from attaining positions of power [29, 30, 31].

CONCLUSION

The study of gender dynamics in contemporary workspaces reveals both progress and persistent challenges in the pursuit of equality. While legal frameworks and global movements have led to significant strides in gender inclusion, entrenched stereotypes, power imbalances, and socio-cultural barriers continue to hinder full equity. The historical marginalization of women in the workforce has shaped the current landscape, where representation remains uneven and informal practices often reinforce systemic biases. However, diverse and inclusive workplaces are not only possible but beneficial, as they enhance innovation, collaboration, and performance. Organizational leadership plays a crucial role in setting the tone for inclusivity, while remote work has introduced new terrains for negotiating gender roles. Achieving lasting transformation requires a multifaceted approach: revising institutional policies, dismantling gendered expectations, embracing inclusive leadership, and fostering transparent, bias-free evaluation processes. By addressing these areas holistically, workspaces can evolve into environments where gender no longer determines access, opportunity, or success.

REFERENCES

1. Evetts J. Career and gender: the conceptual challenge. In *Women and Career: Themes and Issues In Advanced Industrial Societies* 2014 Sep 19 (pp. 223-233). Routledge.
2. Fink J. Gender sidelining and the problem of unactionable discrimination. *Stan. L. & Pol'y Rev.* 2018;29:57.
3. Filippi E, Fornasari T. Unveiling gender equality: assessing the impact of board gender diversity approaches in European Countries. In *Feminist Perspectives in Business Studies: Breaking Barriers in Entrepreneurship, Governance and Management* 2024 Oct 1. Edward Elgar Publishing.
4. Dahmen-Adkins J. „Es braucht die ‚Ermöglicher‘ an einer Universität –Veränderungsprozesse in Wissenschaftsorganisationen. *Wissenschaftskarrieren und Gender Bias*. 2024 May 13:125.
5. Hora S, Lemoine GJ, Xu N, Shalley CE. Unlocking and closing the gender gap in creative performance: A multilevel model. *Journal of Organizational Behavior*. 2021 Mar;42(3):297-312. [\[HTML\]](#)
6. Cortis N, Naidoo Y, Wong M, Bradbury B. Gender-based occupational segregation: a national data profile [\[Internet\]](#). 2023 Nov 6
7. Williams CL. Still a man's world: Men who do women's work. Univ of California Press; 2023 Apr 28.
8. Rathee S, Banker S, Mishra A, Mishra H. Algorithms propagate gender bias in the marketplace—with consumers' cooperation. *Journal of Consumer Psychology*. 2023 Oct;33(4):621-31. [sachinbanker.com](#)
9. Hu L, Jiang N, Huang H, Liu Y. Perceived competence overrides gender bias: gender roles, affective trust and leader effectiveness. *Leadership & Organization Development Journal*. 2022 Jun 24;43(5):719-33. [google.com](#)
10. Pringle R. Male secretaries. In *Doing "women's work": Men in nontraditional occupations* 1993 (pp. 128-151). SAGE Publications, Inc..
11. Flores LY, Settles I, McGillen GG, Davis TM. Critical contributions to scholarship on women and work: Celebrating 50 years of progress and looking ahead to a new decade. *Journal of Vocational Behavior*. 2021 Apr 1;126:103490. [\[HTML\]](#)
12. Wang T, Yu P, Tan XE, O'Brien S, Pasunuru R, Dwivedi-Yu J, Golovneva O, Zettlemoyer L, Fazel-Zarandi M, Celikyilmaz A. Shepherd: A critic for language model generation. arXiv preprint arXiv:2308.04592. 2023 Aug 8. [\[PDF\]](#)
13. Stener-Victorin E, Teede H, Norman RJ, Legro R, Goodarzi MO, Dokras A, Laven J, Hoeger K, Piltonen TT. Polycystic ovary syndrome. *Nature Reviews Disease Primers*. 2024 Apr 18;10(1):27. [eur.nl](#)
14. Nuseir MT, Al Kurdi BH, Alshurideh MT, Alzoubi HM. Gender discrimination at workplace: Do artificial intelligence (AI) and machine learning (ML) have opinions about it. In *The international conference on artificial intelligence and computer vision* 2021 May 29 (pp. 301-316). Cham: Springer International Publishing. [diversityatlas.io](#)
15. Coelho M, Davis A, Klemm A, Osorio-Buitron C. Gendered taxes: the interaction of tax policy with gender equality. *International Tax and Public Finance*. 2024 Oct;31(5):1413-60. [imf.org](#)
16. Papadima R. The Case against the Business Case for Gender Quotas on Boards of Public Companies. *Idaho L. Rev.* 2025;61:49.
17. Bergman M. How the "Exception" Becomes the Standard. *Hastings Bus. LJ*. 2021;17:405.

18. Topić M. 'You really struggle not to come across as bitchy if you are trying to be authoritative' – blokishness, habitus, behaviour and career experiences of women in public relations. *International Journal of Organization Theory & Behavior*. 2023 May 23;26(1/2):21-40. [\[HTML\]](#)
19. Beddoes K. Examining privilege in engineering socialization through the stories of newcomer engineers. *Engineering Studies*. 2021 May 4;13(2):158-79.
20. Sikandar A, Asma Bibi S. Gender Dynamics in Remote Work: A Study of Work-Life Balance During the Pandemic. *Contemporary Journal of Social Science Review*. 2024 Dec 31;2(04):1731-40. contemporaryjournal.com
21. McMullen L, Schultz K. Closing the social distance: mitigating gender inequality in organizations using complexity theory in response to remote work during the COVID-19 pandemic. *MacEwan University Student EJournal*. 2021 Sep 23;5(1). macewan.ca
22. Shah F. Intersectionality and Workplace Equity: A Multidisciplinary Analysis of Gender, Race, and Class. *Journal of Gender Insights*. 2024;1(1):10-7.
23. Kingsberry FS, Jean-Marie G. Unpacking Black women superintendents' experiences: Intersectionality of race, gender, and resiliency. *Journal of Education Human Resources*. 2022 Jun 1;40(3):360-85. researchgate.net
24. Perrenoud AJ, Bigelow BF, Perkins EM. Advancing women in construction: Gender differences in attraction and retention factors with managers in the electrical construction industry. *Journal of Management in Engineering*. 2020 Sep 1;36(5):04020043.
25. Stone CB, Neely AR, Phillips W, Terry RP. Veterans in the workplace: a model of factors affecting veteran transition. *Equality, Diversity and Inclusion: An International Journal*. 2024 Aug 13. [\[HTML\]](#)
26. Welbourne TM, Rolf S, Schlachter S. Employee resource groups: An introduction, review and research agenda. In *Academy of Management Proceedings* 2015 Sep (Vol. 1, No. 1, pp. 15661-1594). Briarcliff Manor, NY: Academy of Management.
27. Bohonos JW, Sisco S. Advocating for social justice, equity, and inclusion in the workplace: An agenda for anti-racist learning organizations. *New Directions for Adult and Continuing Education*. 2021 Jun;2021(170):89-98. diversityatlas.io
28. Kossek EE, Su R, Wu L. "Opting out" or "pushed out"? Integrating perspectives on women's career equality for gender inclusion and interventions. *Journal of Management*. 2017 Jan;43(1):228-54.
29. Sharma R, Agarwal AK. BREAKING BARRIERS: UNVEILING THE GLASS CEILING'S IMPACT ON WOMEN IN THE WORKPLACE. *growth*. 2024;2(20.17):83-8.
30. Bareket O, Fiske ST. A systematic review of the ambivalent sexism literature: Hostile sexism protects men's power; benevolent sexism guards traditional gender roles. *Psychological bulletin*. 2023 Nov;149(11-12):637.
31. Barreto M, Doyle DM. Benevolent and hostile sexism in a shifting global context. *Nature reviews psychology*. 2023 Feb;2(2):98-111.

CITE AS: Nyiramukama Diana Kashaka (2025). Gender Dynamics in Contemporary Workspaces. EURASIAN EXPERIMENT JOURNAL OF HUMANITIES AND SOCIAL SCIENCES, 7(2):88-95