

## **THE IMPACT OF GENDER STEREOTYPES ON WOMEN'S PRODUCTIVITY IN THE CIVIL SERVICE: EVIDENCE FROM KEBBI STATE**

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**ABSTRACT:** Gender stereotypes pose a substantial challenge in professional settings, particularly within public service institutions where traditional norms and cultural expectations profoundly influence workplace dynamics. In Nigeria's civil service, despite the presence of policies promoting gender equality, women in Kebbi State often face biases deeply rooted in societal perceptions. This study examines the impact of gender stereotypes on women's productivity in the Kebbi State Civil Service. To conduct this research, a survey was administered to 198 employees randomly selected from various ministries. A semi-structured questionnaire was employed to collect data, which was subsequently analysed using SPSS version 28. Three research questions were formulated alongside corresponding hypotheses to test key variables in the study. Descriptive statistics, including mean and standard deviation, were utilised to address the research questions, while Spearman's rank correlation coefficient was applied to test the hypotheses at a 0.05 significance level. The results indicated a significant positive relationship between gender stereotypes and the allocation of tasks and opportunities for women in the civil service. Furthermore, the perception of women as less competent in decision-making roles was found to significantly hinder their professional growth. Based on these findings, the paper recommends a thorough review of employment policies and the implementation of strategies and programs, including mentorship initiatives, to foster organisational cultural change and eliminate obstacles to women's productivity.

**Keywords:** Gender Stereotypes, Predictor, Women Productivity, Civil Service, Kebbi State.

### **INTRODUCTION**

Gender stereotypes have historically exerted a profound influence on workplace dynamics, particularly in civil service institutions where bureaucratic structures and conventional norms converge. These stereotypes perpetuate perceptions that depict women as less competent in leadership roles and more appropriately assigned to supportive capacities. Such biases significantly constrain women's access to career advancement, decision-making positions, and essential professional development opportunities (International Labour Organisation (ILO), 2022).

The implications of these stereotypes on women's productivity within civil service settings are multifaceted, such as the continuous reinforcement of traditional gender roles that fosters an environment where women's contributions are undervalued, and the potential is often overlooked and less competent for leadership positions. As a result, women may experience diminished self-efficacy and aspiration towards leadership roles, exacerbating the gender gap in managerial positions. These entrenched perceptions not only impede individual career trajectories but also adversely affect organisational efficacy by limiting the diversity of thought and leadership styles within the institution. The low percentage of female representation in senior managerial positions ultimately restricts the institution's ability to leverage a comprehensive range of perspectives crucial for effective governance and policy-making Women in Business Report (IBR) (2020).

While many gender-related barriers and biases have diminished over time, gender stereotypes still pose significant challenges to women's career advancement. These stereotypes adversely impact the availability of opportunities for women's career progression, shaping managerial behaviour and workplace perceptions through patriarchal expectations. According to the IBR (2020:3), only 29% of senior management roles are held by women worldwide. The World Economic Forum's 2017 report highlights a significant and concerning statistic: an average gender gap of 32.0% exists across four critical domains, namely economic participation and opportunity, educational attainment, health and survival, and political engagement empowerment. This figure reflects a slight deterioration from the previous year, where the gap was recorded at 31.7% signalling an ongoing struggle for gender parity. (World Economic Forum, 2017). Moreover, the African region has maintained a relatively high proportion of women in senior management positions which stood at 38% in 2020 (IBR, 2020:3), this figure is still a far cry from the recommended percentage of women's representation at the managerial levels.

Numerous key policies and initiatives promoting gender equality have been introduced across various countries globally, several nations have implemented laws that guarantee equal pay for equal work and prohibit gender discrimination in employment activities. These legal frameworks are crucial for advancing women's rights within the workplace and creating an environment that supports gender equality. International initiatives such as the Sustainable Development Goals (SDG 5) are crucial in promoting gender equality and empowering women across various sectors. This particular goal highlights the need to create fair opportunities for women, not only in economic and social spheres but also in public service. The initiative aims to dismantle existing barriers and establish an inclusive framework where women can actively contribute to governance and community development, by advocating for more representation of women in leadership roles and decision-making processes, this commitment to gender equality is essential for building resilient societies and achieving sustainable progress on a global scale (United Nations (UN), 2015).

Moreover, the Women in Public Service Project (WPSP) initiative enhances the representation and visibility of women in public leadership roles across various governmental institutions. Established with the mission to empower women to become influential leaders, the WPSP aims to create a more equitable political landscape by promoting gender-sensitive policies that address the unique challenges faced by women in public service. Through targeted programmes, workshops, and mentorship opportunities, the WPSP actively cultivates pathways for women who aspire to take

on leadership positions, ensuring they have the support and resources needed to succeed. This initiative aims to amplify women's voices in decision-making while inspiring a new generation of female leaders who can offer diverse perspectives and solutions to public governance. By fostering an inclusive environment, the WPSP contributes to the global movement towards gender equality in leadership roles, advocating for policies that recognise and harness the potential of women as essential contributors to effective governance (Women's Voice and Leadership, 2024).

The United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted by the United Nations General Assembly in 1979, stands as a landmark international legal framework designed to combat discrimination against women in all its forms. This comprehensive treaty not only highlights the urgency of addressing gender inequality but also provides a robust foundation for empowering women across the globe. One of the cornerstone elements of CEDAW is Article 10, which explicitly asserts women's right to equal opportunities in education. This provision is crucial, as it advocates for the dismantling of barriers that hinder women's access to education and career guidance. By promoting equal educational opportunities, the Article aims to enhance women's engagement and participation in various social and economic spheres, ensuring they can contribute fully to their communities and societies. In addition, Article 11 of the Convention addresses the significant issue of equal employment opportunities. It articulates that women should enjoy the same rights as men to work, receive fair promotions, and be afforded favourable working conditions. This Article emphasises the necessity for equitable treatment in the workplace and seeks to lower systemic inequalities that have long held women back from achieving their professional aspirations. These provisions underscore the central role of legal recognition and effective implementation of gender equality measures as essential toward advancing women's rights globally. CEDAW's overarching goal is to create a world where women can thrive without discrimination or disadvantage, thereby fostering a more just and equitable society for all. This treaty not only reflects a commitment to gender equality but also serves as a call to action for governments and stakeholders to prioritise women's rights and ensure their voices are heard and valued.

The Nigeria Labour Act (Cap L1 LFN 2024) serves as a crucial framework governing employment, encompassing various regulations to safeguard workers' rights and promote equitable treatment. Complementing the Labour Act is the National Gender Policy, established in 2006 by the Federal Ministry of Women's Affairs and Social Development which represents a significant effort by the Nigerian government to embed gender considerations into the fabric of national development plans. This policy underscores the importance of women's participation across all sectors of society, emphasising their vital role in economic growth and social progress. The National Gender Policy seeks to dismantle barriers that have historically restricted women's access to leadership positions and decision-making, by promoting initiatives that facilitate women's career advancement. These regulatory frameworks illustrate Nigeria's commitment to gender equality, highlighting the necessity of creating an inclusive environment that empowers women not just as beneficiaries of protective policies but as active contributors to the nation's development. By enhancing opportunities for women's professional growth, the National Gender Policy aims to cultivate a more balanced workforce, ultimately enriching the social and economic landscape of the country. The successful implementation of such policies is crucial for ensuring that all Nigerians, regardless of gender, can participate fully and equitably in the nation's progress (Federal

Ministry of Women's Affairs and Social Development, 2006). Despite the enactment of various policies and initiatives designed to foster gender equality over the past decades, deeply entrenched gender discrimination is perpetrated by pervasive societal stereotypes. Several studies have examined gender stereotypes in the workplace. For example, Omoruan et al. (2025) investigate the challenges faced by women in the civil service and how cultural, social, and institutional dynamics impact their career prospects. The findings reveal that sociocultural and religious beliefs significantly influence the underrepresentation of women in leadership positions in the civil service. Mazi et al. (2024) argue that gender stereotypes persistently hinder women's career progression by reinforcing perceptions of their incompetence in male-dominated environments. In addition, these stereotypes restrict the types of workplace behaviours considered acceptable for women, further perpetuating challenges to their professional advancement. However, there is a dearth of data on the effects of gender stereotypes on productivity. A few studies on gender stereotypes on productivity include Emeka's (2024) study on the influence of gender inequality on the human development index in Enugu State. The author argues that gender inequality reduces women's ability to perform executive functions in governance and also affects their quality of life in society. Pella (2022) observes that stereotypes portray harmful mental models that diminish efficiency and hinder performance. This not only leads to a waste of human energy devoted to work but also significantly reduces the overall productivity of human labour. Bermudez-Figueroa and Beltran Roca (2022) observed in their study in a Spanish city that formal and informal dynamics contributed to gender inequality in the state. The authors expressed the persistence of inequality in employment despite the institutional efforts to apply gender equity norms and public policies in the administration.

Moreover, A study conducted by Kpanja and Umar (2018) has shed light on the pervasive issue of gender inequality within the Nigerian civil service, revealing that this disparity significantly hampers not only the efficient delivery of government services but also undermines the overall effectiveness of public administration. Oboh et al. (2019), empirical analysis highlighted the detrimental effects of gender inequality on revenue generation in the Nigerian civil service, suggesting that such inequities impede economic progress. At the core of this issue lies the substantial underutilization of human capital. When employment opportunities are systematically discriminated against based on gender, the full potential of diverse talents and skills available within the workforce remains frustratingly untapped. This not only leads to a waste of potential but also stifles innovation and progress within governmental functions. This situation serves as a significant contributor to the ongoing discrimination against women. Many qualified women face systemic barriers that hinder their chances of securing employment and attaining quality positions. They find themselves relegated to subordinate roles, struggling against the weight of biases that persist regardless of their educational qualifications or professional competencies, as noted by the Department for International Development (DFID, 2012). Therefore, this study aims to explore the extent to which gender stereotypes impact women's productivity in the Kebbi State Civil Service.

### **Statement of the Problem**

Gender stereotypes continue to represent a significant challenge in professional environments, particularly within public service institutions where traditional norms and cultural expectations

play a crucial role in shaping workplace dynamics. These stereotypes influence roles, responsibilities, and career advancement opportunities for women. Consequently, women's productivity and overall contributions to governance and administration are often negatively affected. Despite the existence of policies aimed at promoting gender equality in Nigeria's civil service, women in Kebbi State frequently encounter workplace biases rooted in longstanding societal perceptions. These biases often suggest that women are better suited for supportive or administrative roles than leadership or decision-making positions. This perception results in the underrepresentation of women in higher-ranking roles, thus limiting their influence and opportunities for professional growth. Moreover, entrenched beliefs that women should prioritise family responsibilities over career advancement create additional barriers to equal opportunities. These societal expectations can lead to diminished job satisfaction, lowered motivation, and reduced efficiency among women in the workplace. This unequal distribution of responsibilities reinforces workplace segregation and hampers women's ability to maximise their productivity across various roles. Therefore, this study aims to explore the extent to which gender stereotypes impact women's productivity in the Kebbi State Civil Service. The study aims to accelerate institutional change by offering empirical insights into how gender stereotypes hinder women's productivity within the civil service. It will contribute significantly to the current literature on gender and workplace productivity, with a specific focus on the Nigerian context. In addition, it will lay the groundwork for future research exploring gender biases, leadership dynamics, and workplace culture in public administration, ultimately fostering a more equitable work environment.

### **Research Questions**

1. How do gender stereotypes influence women's productivity in the workplace?
2. To what extent do gender stereotypes predict reduced women's productivity in the civil service?
3. What measures to alleviate the harmful impacts of gender stereotypes on women's productivity in civil service roles?

### **METHODS**

#### **Research Design**

This study employed a descriptive survey design to investigate gender stereotypes as a predictor of reduced women's productivity in the civil service in Kebbi State. The descriptive survey design is appropriate as it facilitates the use of a questionnaire and the selection of a substantial sample size for data collection.

#### **Sampling Method**

The researchers utilised a purposive sampling method to ensure adequate representation of various groups within the population. The target population consisted of civil servants working in the state, with 198 respondents purposively selected as the sample size. This population was stratified into



senior and junior staff categories, with specific respondents selected from three ministries: Education, Health, and Women's Affairs and Social Development.

### **Data Collection Procedure**

The study employs a questionnaire designed in the form of a five-point Likert rating scale of strongly disagree, disagree, neutral, agree and strongly agree comprising twenty items focused on gender stereotypes as predictors of decreased women's productivity in the civil service. It was organised into four sections: A, B, C, and D. Section A gathers personal data such as gender, age, educational qualifications, work experience, and job position/cadre. Section B features five items regarding gender stereotypes in the workplace, Section C includes five items addressing the effects of gender stereotypes on women's productivity, and Section D contains five items outlining measures of the harmful impact of gender stereotypes. Face and content validities were established by experts in Test and Measurement from Ladoke Akintola University of Technology, Ogbomoso, and a Cronbach's alpha value of 0.82 was obtained for the test of internal consistency, confirming the instrument's reliability for the research.

### **Data Analysis**

The data gathered were analysed using the Statistical Package for Social Sciences (SPSS) 28, employing descriptive and inferential statistics to provide thorough insights into the research outcomes.

## **RESULTS**

Research Question One: How do gender stereotypes influence women's productivity in the workplace?

**Table 1: Descriptive Statistics on Gender Stereotypes Influence in the Workplace**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Women assigned supportive role	198	3.70	1.242
Women are perceived as having less competence	198	3.37	1.275
Stereotypes influence how tasks are distributed	198	3.49	1.241
Women face more scrutiny	198	2.56	1.119
Women to prioritise family responsibility	198	2.54	1.102

Table 1 above illustrates the mean and standard deviation for gender stereotypes in the workplace. The high mean score of 3.70 for "Women assigned supportive roles" indicates the persistence of traditional gender roles within the civil service. Furthermore, the mean score of 3.37 associated with the perception that "Women are perceived as less competent" highlights the presence of entrenched biases that can adversely influence critical aspects such as employment, promotion and overall career advancement for women. In addition, a mean score of 3.49 for "Stereotypes influence how tasks are assigned" signifies that disparities may exist in the allocation of tasks,

potentially hindering equitable access to professional opportunities for both men and women. However, the lower mean scores for "Women face more scrutiny" (2.56) and "Women should prioritize family responsibilities" (2.54) indicate that, although these biases are present, they appear to be less pronounced in comparison to other gender stereotypes.

Research Question Two: To what extent do gender stereotypes predict reduced women's productivity in the civil service?

**Table 2: Descriptive Statistics on the Impact of Gender Stereotypes on Women's Productivity**

Variable	N	Mean	Std. Deviation
Stereotypes negatively affect women's motivation	198	3.81	1.142
Women receive fewer opportunities	198	2.83	1.113
Stereotypes contribute to reduced job satisfaction	198	3.43	1.150
Women in leadership positions face resistance	198	2.54	1.102
Stereotypes hinder professional growth	198	3.81	1.142

Table 2 above shows that the high mean scores of 3.81 for statements, namely "Gender stereotypes negatively affect" and "Hinder professional growth," indicate a strong consensus that gender stereotypes have a detrimental impact on women's productivity. This suggests that addressing these stereotypes is crucial for creating a more equitable work environment and increasing productivity. A moderate mean score of 3.43 on "Work stress and reduced job satisfaction" suggests that gender-related challenges contribute to workplace dissatisfaction. The mean score of 2.83 on "Women receive fewer opportunities" highlights that it is not as strongly perceived as a predictor of reduced women's productivity in the civil service. The relatively low mean score of 2.54 for "Women face resistance from colleagues" might indicate that while some women experience resistance, it is not universally acknowledged as a major predictor of reduced women's productivity in the civil service.

Research Question Three: What measures to alleviate the harmful impacts of gender stereotypes on women's productivity in civil service roles?

**Table 3: Descriptive Statistics on measures to alleviate the harmful impacts of gender stereotypes**

Variable	N	Mean	Std. Deviation
Policies promoting gender equality in job roles	198	3.48	1.233
Gender sensitivity training should be conducted	198	3.46	1.138
Women should be encouraged to take up leadership roles	198	3.38	1.123
Work-life balance policies should be implemented	198	3.52	1.102
Mentorship programmes should be introduced	198	3.44	1.155

Table three above illustrates the highest mean score (3.52) for "Work-life balance policies should be implemented," which indicates strong support for flexible work arrangements and other initiatives that assist women in managing their professional and personal responsibilities. The mean score (3.49) for "Mentorship programmes should be introduced" suggests that structured mentorship initiatives could significantly contribute to career development and skill enhancement for women. Similarly, the mean score (3.48) for "Policies promoting gender equality" indicates that respondents acknowledge the importance of institutional policies in tackling gender disparities. The mean score (3.46) for "Gender sensitivity training should be conducted" underscores the necessity of educating employees and leaders about gender biases. Finally, the mean score (3.38) for "Women should be encouraged to take up leadership roles" implies slightly less support than other initiatives.

### Correlation Analysis

Correlation analysis was used to test the influence of gender stereotypes on women's productivity using two hypotheses.

H<sub>01</sub>: Gender stereotypes do not significantly impact the distribution of tasks and opportunities for women.

**Table 4: Relationship between stereotypes and the distribution of tasks and opportunities**

		Stereotypes influence how tasks are distributed		Women receive fewer opportunities	
Spearman's rho	Stereotypes influence how tasks	Correlation	1.000	.243**	
		Sig. (2- tailed)		0.001	
		N	198	198	
	Women receive fewer opportunities	Correlation	.243**	1.000	
		Sig. (2- tailed)	0.001		
		N	198	198	

*\*\*.* Correlation is significant at the 0.01 level (2-tailed).

The results in Table 4 revealed a significant positive relationship between gender stereotypes and the distribution of tasks and opportunities for women ( $r = 0.243$ ;  $p\text{-value} = .001$ ). This indicates that gender stereotypes influence the allocation of tasks and opportunities for women. Consequently, as gender stereotypes increasingly affect task distribution, women are likely to receive fewer opportunities for promotions or career advancement. Therefore, hypothesis one is supported.



H<sub>02</sub>: The perceptions of women as less competent do not significantly hinder their professional growth in the civil service.

Table 5: Relationship between the perceptions of women as less competent and their professional growth

			Women are perceived less competent	Stereotypes hinder professional growth
Spearman's rho	Women are perceived less competence	Correlation Coefficient	1.000	.158*
		Sig. (2- tailed)		0.026
		N	198	198
	Stereotypes hinder professional growth	Correlation Coefficient	.158*	1.000
		Sig. (2- tailed)	0.026	
		N	198	198

\*. *Correlation is significant at the 0.05 level (2-tailed).*

The results presented in Table 5 revealed a significant positive relationship between the perception of women as less competent in decision-making roles and the hindrance to their professional growth within the civil service ( $r = 0.158$ ;  $p\text{-value} = .026$ ). These findings suggest that the perception of women as less competent is connected to challenges in their professional development. This implies that gender stereotypes contribute to limiting career advancement opportunities for women in the civil service. Therefore, hypothesis two is supported.

## DISCUSSION OF FINDINGS

This study examines the extent to which gender stereotypes affect women's productivity within the Kebbi State Civil Service. The findings reveal that a high mean score of 3.70 reflects the ongoing presence of traditional gender roles in the workplace, which may obstruct women's access to leadership and decision-making roles, thereby perpetuating existing inequalities in both professional and societal contexts. Moreover, a mean score of 3.37 highlights entrenched biases that negatively impact employment, promotion, and overall career advancement for women. This emphasises the need for institutional and policy changes to combat these biases. Furthermore, a mean score of 3.49 indicates potential disparities in task allocation, which could limit equitable access to professional opportunities for both genders, leading to occupational segregation where women are underrepresented in higher-status positions. The lower mean scores of 2.56 and 2.54 suggest that while biases exist, they are less pronounced than other stereotypes, reflecting an expectation for women to juggle career and family responsibilities, which can hinder their professional development. These findings align with Omoruan et al. (2025) and Adisa et al. (2018) who observed that patriarchal norms, which encompass male dominance, the subordination of

women, and a gender-based division of labour, significantly impede women's capacity to achieve a work-life balance. Societal expectations and domestic responsibilities are often disproportionately placed on women, creating significant obstacles to their aspirations for a harmonious balance between their professional and personal lives. This imbalance not only undermines their productivity but also adversely affects organisational performance and punctuality at work. Addressing these systemic issues is crucial for fostering an equitable workplace that supports all employees in fulfilling their work and family roles.

On the impact on women's productivity, the study recorded a high mean score of 3.81, indicating a strong agreement that gender stereotypes negatively affect women's productivity. This underscores the importance of addressing these stereotypes to foster a more equitable work environment and enhance productivity. A moderate mean score of 3.43 suggests that gender-related challenges lead to workplace dissatisfaction, which could result in lower turnover rates, decreased productivity, and mental health issues for women. Although a mean score of 2.83 indicates that the perception of stereotypes as a predictor of reduced productivity is not particularly strong, it still calls for affirmative action to ensure equal career advancement opportunities. The relatively low mean score of 2.54 may point to the fact that while some women face resistance, it is not widely regarded as the main factor affecting productivity.

Regarding measures to mitigate the harmful effects of gender stereotypes, the study shows a high mean score of 3.52, indicating that participants value initiatives that support a balance between professional and personal lives, a key factor for employee satisfaction and productivity. A mean score of 3.49 reflects an acknowledgement of the significance of mentorship in enhancing career development and promoting gender equality at work. Similarly, a mean score of 3.48 indicates strong support for general policies that advance gender equality, highlighting the recognition of the need for institutional reforms to aid women across various sectors. A mean score of 3.46 suggests favourable perceptions towards training programmes that improve awareness and sensitivity to gender issues, further contributing to an inclusive workplace culture. Lastly, a mean score of 3.38 indicates that there is still room for improvement in how encouragement for women is perceived and implemented within the civil service.

A significant influence exists between gender stereotypes and the distribution of tasks and opportunities. The results align with Yi et al. (2022) and Oboh et al. (2021), who revealed a notable link between gender inequality and economic growth, highlighting how such disparities can distort the available pool of human capital within the Nigerian civil service. Specifically, the persistent presence of gender stereotypes restricts women's access to leadership positions and decision-making roles, which in turn affects their contributions to economic productivity. The data indicate that traditional perceptions of women's capabilities can lead to inadequate task allocation and career advancement opportunities, thereby perpetuating existing inequalities in the workplace and society. Moreover, the analysis shows that gender biases negatively influence job satisfaction and overall professional development for women. This inefficiency not only hinders individual potential but also adversely affects the overall economic performance of the civil service, limiting Nigeria's growth prospects.

A significant relationship between the perceptions of women as less competent and their professional growth was also found. The findings support Mella, (2022) who argues that gender stereotypes function in a widespread and often subtle manner, leading to a decrease in "productivity." Individuals who recognise that they are facing discrimination regularly feel that their motivations are not being adequately met, which in turn, diminishes their desire to enhance their performance. Given that productivity is fundamentally about the effective utilisation of energy in production activities, the presence of gender stereotypes results in a detrimental "waste of energy." This inefficiency impacts various organisations, including families, by hindering optimal work activity and overall efficacy.

### **Practical Implication**

Drawing on the research findings, several practical implications for government institutions and policymakers can support women in the workplace. The study revealed that traditional gender roles may obstruct women's access to leadership and decision-making positions. To mitigate gender stereotypes and enhance women's productivity, educational reforms and cultural shifts are necessary to forge a gender-neutral culture. The study also highlights that stereotypes undermine women's productivity, including unequal advancement opportunities, lack of representation in leadership, and a culture that undervalues women's achievements. Therefore, the government should establish a level playing field for women through leadership development initiatives, diversity training, and stringent anti-discrimination policies within the employment promotion framework. By implementing these practical implications, institutions and policymakers can cultivate a more inclusive and supportive environment that fosters women's career success and promotes gender equality in the workplace.

### **Conclusion**

This study examines the extent to which gender stereotypes impact women's productivity within the Kebbi State Civil Service. The findings reveal a significant positive correlation between gender stereotypes and the allocation of tasks and opportunities for women. This suggests that gender stereotypes affect the distribution of duties and opportunities, leading to women receiving fewer chances for promotions or career advancement. In addition, the study identifies a notable positive association between the perception of women as less competent in decision-making roles and the obstacles to their professional growth within the service. These results imply that the perception of women as less capable is linked to challenges in their career development. This indicates that gender stereotypes play a role in limiting career advancement opportunities for women in the civil service. The mean obtained demonstrates the existence of gender stereotypes in the Kebbi State civil service. Therefore, the study advocates for the government to establish a level playing field for women through leadership development initiatives, diversity training, and robust anti-discrimination policies within the employment promotion framework. By implementing these practical measures, institutions and policymakers can foster a more inclusive and supportive environment that encourages women's career success and promotes gender equality in the workplace.

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