

Language and Gender at Workplace: A Case Study of the IT Department at a Public Sector Hospital

Kishwer Nazli¹, Mariyam Rehan² & Mashooque Ali Mirjat³

¹Senior Lecturer II, Department of Communication and Languages, Institute of Business Management, Karachi,
Email: Kishwer.nazli@iobm.edu.pk

²Senior Lecturer I, Department of Communication and Languages, Institute of Business Management, Karachi,
Email: mariyam.rehan@iobm.edu.pk

³Senior Lecturer II, Department of Communication and Languages, Institute of Business Management, Karachi,
Email: mashooque.ali@iobm.edu.pk

ARTICLE INFO			ABSTRACT
Article History:			<i>This qualitative study was designed to explore what kind of gender and language issues existed in the workplace and how workplace discourse plays a key role in this regard. Furthermore, the objective of this study is to provide practical implications by following these predicaments, the issues regarding gender and language can be minimized at the workplace through appropriate workplace discourse. With reference to this, this study employed Fairclough's model of Critical Discourse Analysis (CDA) as the theoretical lens to investigate discourse as the site of power negotiation and social construction. For an in-depth analysis semi structured interviews, participant observations, and document analysis were conducted among IT professionals within the hospital environment. Further to this, this study found that language and gender, both are interrelated terms and at the workplace, both terms play a significant role in the development of the organizational culture. More precisely, language issues often arise when the supervisors, leaders or the senior level managers used inappropriate language at the workplace and further create discrimination at the workplace, which will lead the individuals to exhibit a low level of productivity and consequently, the organizational goals will not be accomplished. The study contributes to broader academic discourse by emphasizing the interdisciplinary nature of language and gender research showing its relevance to fields such as management, organizational behavior and human resources, therefore, future research is encouraged to integrate these paradigms across disciplines, thereby enhancing both theoretical depth and practical applicability.</i>
Received:	June	12, 2025	
Revised:	July	04, 2025	
Accepted:	July	17, 2025	
Available Online:	July	24, 2025	
Keywords:			
gendered discourse, workplace language, organizational culture, gender inequality, Fairclough, critical discourse analysis (CDA), Pakistan			
Corresponding Author:			
Kishwer Nazli			
Email:			
Kishwer.nazli@iobm.edu.pk			

OPEN



ACCESS



Introduction

In the field of language and gender, it has been observed that there is a notable gap in research that focuses on practical solutions to overcome issues arising from gendered language in workplace settings. One major reason for this gap is the dominance of feminist theoretical frameworks that have largely centered on injustices and gender inequalities embedded in organizational discourse. Regarding this, the number of studies has focused on the area which revealed “women's silence in the workplace”, in terms of absence from the professional meetings, and metaphorically absence like exclusion and absence from the senior level management of the organizations (Angouri, 2018). Though such a feminist view has strongly influenced the organizational goals regarding profit, individual productivity, change management, customer relationships, and accountability. Furthermore, academic researchers and practitioners have identified two key reasons for gender and language problems at the workplace, which include personal and structural. Firstly, personal reason refers to the situation wherein leaders in the organization perceive linguistic discrimination on the basis of gender, secondly, structural substantive refers to changes in organizational culture that help implement new practices and support efforts to achieve goals by reducing language and gender-related issues in the workplace. However, in this modern era, in Europe and UK several organizations have assigned the task to the human resources department to tackle with the gender and language issues at the workplace as several research studies stated that minimizing such issues, ultimately leads the organizations to be on the way of success (Angouri, 2018). While the research regarding this has strongly explored the feminist views at the workplace and the masculine perspectives remain niche for the researchers. Therefore, research on both views with the same theme increased the generalizability of the study.

The second reason behind the lack of research on language and gender is that it still remains as a sociolinguistic field only and through this field, the real theoretical orientation has not been provided to the world. However, this divided the whole research into two approaches, like “bottom-up and top-down”. Though both approaches have added value in the research, but still not perfect enough to address the problem-solving research regarding gender and language in the workplace discourse. The final and third reason behind the lack of research regarding language and gender is the discursive turn in the field which minimises the feminism view as it directly weakens the political activism through which feminist’ linguists have taken by practitioners.

Furthermore, adding to this, several prior research studies have demonstrated numerous issues regarding gender and language in the workplace. Coates (2015) has found that language refers to effective communication, gender refers to the single aspect of masculine or feminine while workplace discourse refers to the effective communication within the employees at the workplace. However, all three of these paradigms are interrelated to each other. once the workplace discourse is successfully accepted by the individuals, issues regarding gender and language will ultimately be minimized. Gender inequality, treatment and usage of diverse language will probably create an unbalancing situation in the workplace. With regard to this, Stamarski (2015) have mentioned that issues regarding gender and language at the workplace are often found as the antecedents of poor organizational performance. Therefore, this study is designed to explore what kind of gender and language issues exist in the workplace and how workplace discourse plays a key role in this regard. Furthermore, the objective of this study is to provide fruitful implications by following these, the issues regarding gender and language can be minimised at the workplace through appropriate workplace discourse.

Background

Research studies in the prior era regarding language and gender have explored several interactions, tensions, and the relationship between these two constructs. These of two constructs have mainly belonged to the linguistics field but the development process of this field crosses its basic boundaries to link it with relevant fields, it works in the linguistics anthropology, applied linguistics, cultural research studies, conversation analysis, feminist psychology, feminist media studies, mediated sociolinguistics, linguistics, media studies, and studies of interactional sociolinguistics.

In terms of methodology, several different approaches have been found which are being used by the researchers. In most of the studies of language and gender, the methodological perspectives include ethno methodological, discursive post-structural, positivist, experimental and ethnographic phenomenological approaches. Such approaches have been described as competing and different, while the theoretical or political suppositions discuss the discourses at the workplace and gender and ideology perspectives are about to apprehend. Consequently, research studies regarding such phenomena have been widely divided into two major categories (Baxter2017). Firstly, the studies belonging to the sustained interest in several different speeches, which are connected to a particular gender it is also related to the interest of social norms and particularly gendered language usage like “variety of speech, or sociolect” which is also linked with the gender and is more precisely known as “genderlect”. Secondly, the research studies focused on the theme that language is directly related to the enhancement of prejudice at the workplace and often creates gender bias at the workplace, furthermore, such studies also focused on the contextual perspectives, which means that gender is normally operationalized in locally situated ways. With regard to this, researchers in the field put their efforts to explore how language affects to the society and can create gender bias at the workplace and how it assists to support the division of males and females.

The research studies of gender and language in gender studies and sociolinguistics are often believed as it starts with Robin Lakoff’s book of 1975. While the phenomenon is greatly explored in the 1970s by the researchers of the field of gender and sociolinguistics (Baxter, 2017). The early scholars of the development of these fields include “Deborah Tannen, Penelope Eckert, Janet Holmes, Mary Bucholtz, Kira Hall, Deborah Cameron, Jane Sunderland” and several others. The edited 1995’s volume of “Gender Articulated; language and the Socially Constructed Self” has greatly related to the development of the field language and gender and is often described as the volume which provides initial concepts on the language and gender.

Research Gap

Chilton (2004) identified the dearth of studies offering practical solutions to the challenges of language and gender in workplace discourse, particularly within the Pakistani context. While existing research acknowledges issues like gender inequalities influenced by feminist perspectives and the role of communication in workplace dynamics, there's a significant lack of focus on how to effectively implement changes or interventions that mitigate these problems. This gap is crucial given the documented impact of gender disparity on Pakistan's economy and societal structure, highlighting an urgent need for research that moves beyond identifying problems to developing and evaluating actionable solutions for creating more equitable workplace communication environments.

Problem Statement

In the field of language and gender, it has been observed that there is little research regarding problems solving solutions of language and gender for numerous reasons (Angouri, 2018). The first reason behind this is the theory of feminism with several kinds of injustices and gender inequalities during workplace discourse. Secondly, structural substantive refers to the organizational changes regarding culture through which organization implemented change and work to accomplish the goals by minimizing the language and gender issues at the workplace (Holmes & Stubbe, 2015). Coates (2015) have found that language refers to effective communication, gender refers to the single aspect of masculine or feminine while workplace discourse refers to the effective communication within the employees at the workplace. The growing gender disparity across Pakistan has a reasonable impact on the country's economy and worldwide status. It also contributes to shaping a society where 'gender' determines one's chances and place (Yahya, U., Anwar, R. H., & Zaki, S. 2022). Research studies regarding such phenomena have been widely divided into two major categories (Baxter2017). Firstly, the studies belonging to the sustained interest in the several different speeches which connected to a particular gender, it is also related to the interest of social norms and particularly gendered language usage like "variety of speech, or sociolect" which also linked with the gender and more precisely known as "genderlect". Secondly, the research studies focused on the theme that language is directly related to the enhancement of prejudice at the workplace and often creates gender bias at the workplace, furthermore, such studies also focused on the contextual perspectives which means that gender normally operationalized in locally situated ways. The early scholars of the development of these fields include "Deborah Tannen, Penelope Eckert, Janet Holmes, Mary Bucholtz, Kira Hall, Deborah Cameron, Jane Sunderland" and several others. The edited 1995's volume of the "Gender Articulated; language and the Socially Constructed Self" have greatly related to the development of the field language and gender and often described as the volume which provides initial concepts on the language and gender.

Research Questions

The study addresses two questions:

Q.1: How is gendered language constructed in communication practices within a hospital IT department?

Q.2: How do employees experience gendered language practices in the workplace?

Literature Review

Since the work of Lakoff "Language and women's place", the linguists have used a variety of approaches in order to explore the concept of language and gender at the workplace. More broadly, such approaches refer to "the deficit approach, the dominance approach, the different approach, and the dynamic or social constructionist approach". With reference to these approaches, it is found that most of the researchers have adopted a dynamic approach in their studies as other approaches describe the state of tension (Holmes & Meyerhoff 2014).

Firstly, deficit approach consists of the characteristics of the prior research of the field, most precisely the Lakoff's work "Language and Woman's Place", which aims to establish the appropriate women language (WL), which possess characteristics of the linguistic forms like hedges, empty adjectives such as "charming, divine, nice and talking in the italics" (Chambers & Schilling, 2018). Women's language refers to the weak or unassertive, more precisely, a deficient. Obliquely, women's language is observed as the deficient through the comparison of the norms of the language of the male entity (Kendall, & Tannen,1997). This approach faces certain levels of

the issues and challenges as intrinsically it is difficult to assess the women's language, while if the women take it seriously, they have to speak like a man, which ultimately becomes a challenge for this approach. Secondly, "the dominance approach" has explained women as the oppressed group and explains that there are significant differences amid the language of the men and women with reference to the domination of men or subordination of the women (Mullany,& Yoong,2017). Thirdly, "the difference approach" stated that men and women belong to the dissimilar subcultures. Such discriminations have been stated like this when in the 1980s, women refuse to treat as the subordinates of the men dominance (Darics, 2019). While later with the object of women stating that we had "a different voice", it creates the awareness in accepting the women at the superior level management of the organization and through this language issues minimized by the several multinational organizations when these accept the women on senior-level management. In this regard, Deborah studies have stated that with the rise of the women's voice, organizations tend to minimize the language and gender bias at the workplace and through this workplace developed like comfort for the male and female and minimize the language issues. Fourthly, in the current development of the field, the dynamic approach used to explain the interactions of the individuals, in this regard, researchers who follow this approach often found as they use "the approach of social constructionist" aspects. Further in this regard, the identity of the gender is founding as a social construct which means to the social category of the individuals. In this developed field of language and gender, the deficit approach has been considered s outdated by scholars but not for the public who accept it and remain with its order to learn more from others especially for the female to learn from men (De Bot, 2015). While all of the other three approaches have provided several insights for the development of the field of gender and language. However, with reference to the sociolinguistic perspectives, social constructions are the updated paradigm to enhance the field. Therefore, language and gender issues can minimize at the workplace (Sheridan,2007).

Furthermore, the literature on language and gender has addressed several kinds of issues caused by these paradigms at the workplace (Holmes & Stubbe, 2015). However, the minimization of such issues will lead both paradigms to contribute to the development of the organizations. It is noteworthy to mention that it founds that language plays a significant role in the minimization of gender bias in the workplace. Furthermore, language issues at the workplace often tend the leaders to use the inappropriate language which causes gender issues (Ladegaard & Jenks, 2015). Therefore, it can be summarized that language and gender, both are interrelated terms which cause for one another, consequently, in order overcome the issues of gender and language at the workplace, the organizations have to take both concepts and to treat the men and women equally, further to provide the appropriate guidelines to the seniors and juniors to avoid from the language issues.

The workplace refers to the place where all individuals connected to perform a certain task for a common goal to enhance organizational performance. Further, it is a site wherein the concept of international connection and disconnection is most evident. All-day, everyone involves in the several distinct poor level cultural or linguistics practices which ultimately create an imbalance in the workplace while the purpose of the adoption of such practices is to sell the products to the customers, to negotiate with the customer regarding prices and to accomplish the organizational goals (Shrestha, 2016). More precisely, workplace practices regarding language often found as using inappropriate language and gender bias strongly influence the performance of the individuals while gender discrimination is also one the strongest predictor of the inappropriate behavior of the individuals at the workplace. In order to tackle such issues at the workplace, the organizations should be bold to provide specific training and development opportunities with reference to cultural norms, language (Communications) and to equally treat everyone (to minimize the concept of gender inequality) and further on the religious diversity and linguistics.

Therefore, in this regard, much influential research required by the workplace with reference to the intercultural practices, linguistics and gender bias. However, the prior research studies often found as focusing on the concept of how language and gender field can be enhanced and how both phenomena play a significant role in the development of an appropriate workplace. Through the field of linguistics and gender, it has been found broadly mentioned that language plays a significant role in the development of an appropriate workplace while through this the gender bias can be minimized by the organizations (Ladegaard & Jenks, 2015). Furthermore, language and gender more precisely, interrelated terms as the development of appropriate workplace is possible through building appropriate culture in the organizations which ultimately possible through the development of the structural guidelines of the languages and gender bias. When at the workplace, gender discrimination is being high by the superior ones, the subordinates will involve in the adoption of poor language practices (Holmes & Stubbe, 2015). Therefore, in the workplace, it will be significant for the organization to minimize the concept of gender bias then the language will play a significant role in the development of the workplace.

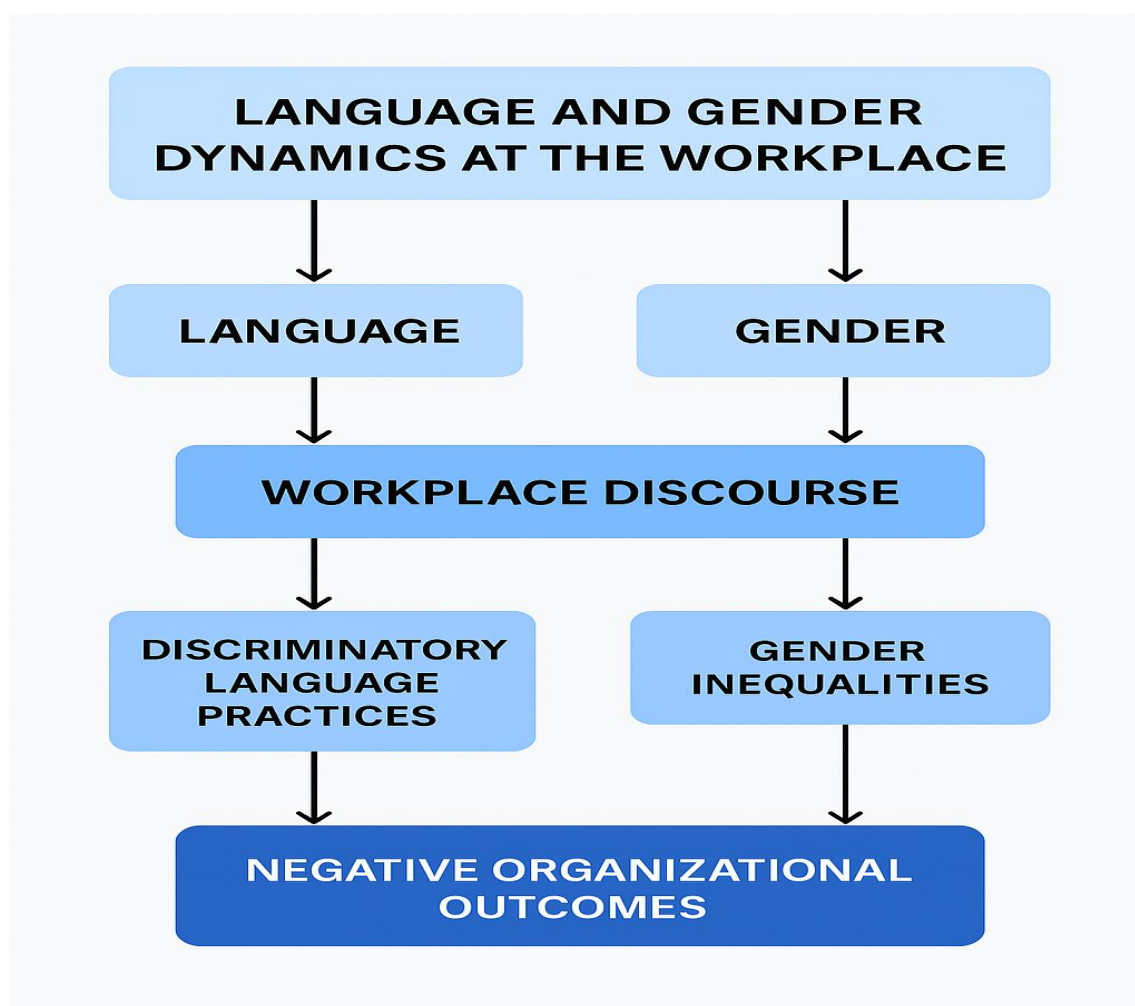
Research Methodology

This qualitative and exploratory study is designed to investigate the nuanced dynamics of language and gender within workplace discourse, particularly as it pertains to female employees in Pakistan. Adopting an interpretivist/constructivist research paradigm, the study seeks to understand the subjective experiences and perceptions of participants, recognizing that reality is socially constructed through their interactions and interpretations. The primary methodological approach will be Critical Discourse Analysis (CDA). CDA will enable a rigorous examination of linguistic features, power relations, and ideological underpinnings embedded in the workplace discourse, allowing for an in-depth exploration of how language constructs and reinforces gender roles and inequalities (Wall, Stahl, & Salam, 2015). Data will be meticulously gathered through in-depth interviews with a carefully selected sample of 10 female employees. These interviews will serve as the primary source of rich, qualitative data, providing detailed insights into their lived experiences, challenges, and perspectives regarding gendered communication in their professional environments (Roulston & Choi, 2015). The small sample size is intentionally chosen to facilitate deep engagement and thorough analysis, aligning with the qualitative nature of the research to generate rich, descriptive data rather than broad generalizations (Alsaawi, 2014).

Analytical Framework

To effectively analyze the intricate relationship between language and gender in workplace discourse, this study will employ Fairclough's three-layered model of Critical Language Study (1989). This comprehensive model allows for a multi-faceted analysis, moving from the linguistic details of the text to the broader socio-cultural contexts that shape communication (Fairclough, 2023). The first layer, Text Analysis, will focus on the specific linguistic features within the collected data, examining aspects such as lexicalization (word choice and its implications), the use of quoting verbs (how speech is reported and attributed), and the presence of figurative language (metaphors, similes, etc., and their effects). Moving to the second layer, Discourse Analysis, the study will interpret how these textual features are produced and consumed within specific communicative practices. This involves exploring intertextuality (how texts draw upon or relate to other texts and discourses) and gender relationality (how gender identities and relations are constructed and negotiated through communication). Finally, the third layer, Socio-cultural Analysis, will situate the discourse within its broader social context. This involves considering the immediate context of the interactions, the wider institutional context of the workplace, and the overarching sociocultural context of Pakistan, to understand how societal power structures, ideologies, and cultural norms influence and are reflected in language use

concerning gender. This layered approach ensures a thorough and critical examination of the data, providing deep insights into the mechanisms through which language contributes to gender inequalities in the workplace (Fairclough, 2013).



Findings

This qualitative and exploratory study addressed a significant research gap concerning solutions to language and gender issues within Pakistani workplace discourse, particularly given the growing gender disparity in the country. Adopting an interpretivist/constructivist paradigm and employing Critical Discourse Analysis (CDA), the research deeply understood how language shaped gender dynamics. Data was collected through in-depth interviews with 10 female employees, allowing for rich, contextual insights into their experiences with gendered communication. The analysis utilized Fairclough's three-layered model of Critical Language Study, moving from Text Analysis (examining lexicalization, quoting verbs, and figurative language) to Discourse Analysis (exploring intertextuality and gender relationality), and finally to Socio-cultural Analysis (considering immediate, institutional, and broader societal contexts).

Research Question 1 (RQ1) investigated the key challenges faced by female employees, which included microaggressions (e.g., interruptions, sarcastic remarks such as "Bibi, aap shayad cooking kar rahi hain," "Madam, ye kitchen ka mamla nahi," and "aapko certificate ki need hogi hum to hum hain"), stereotyping (e.g., "ek to aap log emotional ho jate hain," and general remarks about "women"), and power dynamics manifesting as dominance in meetings, discrimination in

promoting and increments, and leadership representation. It also explored implicit biases affecting performance evaluation and communication, and the influence of religious underpinnings (e.g., "Our religion doesn't allow us to work") on work-related perceptions.

Research Question 2 (RQ2) sought to propose solutions by examining the roles of training and education, the implementation of clear communication guidelines, the impact of leadership and role modeling, and the effectiveness of feedback mechanisms in fostering a more equitable and inclusive workplace environment.

Discussion and Conclusion

This study was designed to explore what kind of gender and language issues existed in the workplace and how workplace discourse plays a key role in this regard. Furthermore, the objective of this study is to provide fruitful implications by following these, the issues regarding gender and language can be minimized at the workplace through appropriate workplace discourse. With reference to this, this study found that several kinds of the language and gender issues existed in the workplace and in order to tackle such issues, authors of the field have stated several kinds of theories that followed to minimize such issues.

Furthermore, this study found that language and gender, both are interrelated terms and at the workplace, both terms play a significant role in the development of the organizational culture. More precisely, language issues often arise when the supervisors, leaders or the senior level managers use inappropriate language at the workplace and further create discrimination at the workplace, which will lead the individuals to exhibit a low level of productivity and consequently, the organizational goals will not be accomplished. Furthermore, it is found that, in the early stages of the development of the field, several distinct approaches have been proposed by the early researchers. These approaches include "the deficit approach, the dominance approach, the different approach, and the dynamic or social constructionist approach". At the early stages, the deficit approach was observed as the widely used approach by the researchers but in this current era of the developed field, the dynamic approach is being widely used by the researchers of the field.

This study provides fruitful implications to the organizations in order to avoid the issues and challenges related to language and gender. This study found that both paradigms are interrelated. Therefore, the organizations should develop appropriate policies and structures in order to minimize discrimination at the workplace and further to avoid the poorly usage of the language by the top-level management. In this regard, organizational participation is necessary which will play a key role in the development of the appropriate culture of gender and language. In the 20th century, the women were accepted on top-level management by the organizations which lead them to create discrimination at the workplace but later in the current century; most of the organizations have minimized discrimination at the workplace after providing several same opportunities to men and women. Furthermore, this study suggested that the gender and language field is associated with several other disciplines like management, and human resources, therefore, the future researchers should link these two paradigms with the concepts of the other fields, which will provide new insights and the studies will be more generalizable.

Recommendations

This study offers practical and meaningful guidance for organizations aiming to address challenges related to language and gender in the workplace. Since the two are closely connected, it is essential for organizations to develop thoughtful policies and communication practices that actively reduce discrimination and promote inclusion (Holmes & Stubbe, 2015). One effective approach is to hold

regular workshops focused on gender sensitivity and language bias for employees at all levels (Holmes & Stubbe, 2015). Establishing clear language policies that encourage respectful communication is equally important, as such policies help shape the tone and culture of workplace interactions (Ladegaard & Jenks, 2015). Organizations should also strive to increase female representation in leadership roles, since diverse leadership not only improves equity but also influences institutional discourse in meaningful ways (Baxter, 2017). Another valuable strategy is to include linguistic audits as part of HR evaluations, which can help identify and address subtle biases embedded in everyday communication (Darics, 2019). Creating open and safe channels for employee feedback is also critical—these systems can help report and mitigate gendered micro aggressions before they escalate (Stamarski & Son Hing, 2015). Finally, partnering with communication experts to review and revise internal language practices can ensure that discourse remains inclusive and up-to-date (Angouri, 2018). When organizations take proactive steps in these areas, they foster healthier, more equitable workplaces that support productivity and inclusion alike.

References

1. Alsaawi, A. (2014). A critical review of qualitative interviews. *European Journal of Business and Social Sciences*, 3(4).
2. Angouri, J. (2018). *Culture, discourse, and the workplace*. Routledge.
3. Baxter, J. (2017). Resolving a gender and language problem in women's leadership: Consultancy research in workplace discourse. *Discourse & Communication*, 11(2), 141-159.
4. Chambers, J. K., & Schilling, N. (Eds.). (2018). *The handbook of language variation and change*. John Wiley & Sons.
5. Chilton, P. (2004). *Analysing political discourse: Theory and practice*. routledge.
6. Coates, J. (2015). *Women, men and language: A sociolinguistic account of gender differences in language*. Routledge.
7. Darics, E. (2019). Critical language and discourse awareness in management education. *Journal of Management Education*, 43(6), 651-672.
8. De Bot, K. (2015). *A history of applied linguistics: From 1980 to the present*. Routledge.
9. Fairclough, N. (2013). *Critical discourse analysis: The critical study of language*. Routledge.
10. Fairclough, N. (2023). Critical discourse analysis. In *The Routledge handbook of discourse analysis* (pp. 11-22). Routledge.
11. Holmes, J. (2014). Language and gender in the workplace. *The handbook of language, gender, and sexuality*, 431-451.
12. Holmes, J., & Stubbe, M. (2015). *Power and politeness in the workplace: A sociolinguistic analysis of talk at work*. Routledge.
13. Kendall, S., & Tannen, D. (1997). Gender and language in the workplace. *Gender and discourse*, 81-105.
14. Ladegaard, H. J., & Jenks, C. J. (2015). Language and intercultural communication in the workplace: Critical approaches to theory and practice. *Language and Intercultural Communication*, 15(1), 1-12.
15. Mullany, L., & Yoong, M. (2017). Gender and the Workplace. In *The Routledge handbook of language in the workplace* (pp. 310-322). Routledge.
16. Roulston, K., & Choi, M. (2018). Qualitative interviews. *The SAGE handbook of qualitative data collection*, 233-249.
17. Sheridan, F. (2007). Gender, language and the workplace: an exploratory study. *Women in Management Review*, 22(4), 319-336.

17. Shrestha, B. R. P. (2016). Understanding Gender Neutral language at workplace: Study of TEVT schools of Nepal. *Journal of Training and Development*, 2, 19-24.
18. Stamarski, C. S., Hing, S., & Leanne, S. (2015). Gender inequalities in the workplace: the effects of organizational structures, processes, practices, and decision makers' sexism. *Frontiers in psychology*, 6, 1400.
19. Wall, J. D., Stahl, B. C., & Salam, A. F. (2015). Critical discourse analysis as a review methodology: An empirical example. *Communications of the Association for Information Systems*, 37(1), 11.
20. Angouri, J. (2018). *Culture, discourse, and the workplace*. Routledge.
21. Baxter, J. (2017). Resolving a gender and language problem in women's leadership: Consultancy research in workplace discourse. *Discourse & Communication*, 11(2), 141–159. <https://doi.org/10.1177/1750481317691855>
22. Darics, E. (2019). Critical language and discourse awareness in management education. *Journal of Management Education*, 43(6), 651–672. <https://doi.org/10.1177/1052562919853823>
23. Holmes, J., & Stubbe, M. (2015). *Power and politeness in the workplace: A sociolinguistic analysis of talk at work* (2nd ed.). Routledge.
24. Ladegaard, H. J., & Jenks, C. J. (2015). Language and intercultural communication in the workplace: Critical approaches to theory and practice. *Language and Intercultural Communication*, 15(1), 1–12. <https://doi.org/10.1080/14708477.2014.985309>
25. Stamarski, C. S., & Son Hing, L. S. (2015). Gender inequalities in the workplace: The effects of organizational structures, processes, practices, and decision makers' sexism. *Frontiers in Psychology*, 6, 1400. <https://doi.org/10.3389/fpsyg.2015.01400>