

Women occupancy in leadership positions

Denisse Muñoz

La Salle University in Mexico City
Mexico

Research article

Received: August 19, 2020

Accepted: October 11, 2020

Available online: December 21, 2020

Abstract

In recent years, the participation of women in leadership roles throughout the world has increased considerably. However, it is not representative if we compare it with the participation of men. By surveying current leaders from top companies in Mexico, this research explored the scarce occupation of women in leadership roles around the world, trying to identify the main causes that affect women from achieving high leadership positions, as well as to analyze the importance for companies to implement initiatives that reverse this trend. The results indicate that both females and males see the main problem in Payment differences and Gender stereotypes. There is no negative perception about the inequality in hiring process itself. So, to improve the presence of women in leadership positions, the leaders propose creating Pay equality policies and better Training and development programs.

Key words: Diversity, Equity, Gender stereotypes, Gender wage gap, Glass ceiling, Women leadership.

Ocupación de mujeres en puestos de liderazgo

Resumen

En los últimos años, la participación de las mujeres en puestos de liderazgo en todo el mundo ha aumentado considerablemente. Sin embargo, no es representativo si lo comparamos con la participación de los hombres. Al encuestar a los actuales líderes de las principales empresas de México, esta investigación exploró la escasa ocupación de mujeres en roles de liderazgo en todo el mundo, tratando de identificar las principales causas que afectan a las mujeres para lograr altos cargos de liderazgo, así como analizar la importancia que tienen las empresas para implementar iniciativas que reviertan esta tendencia. Los resultados indican que tanto mujeres como hombres ven como principal problema las diferencias de pago y los estereotipos de género. Como tal, no existe una percepción negativa sobre la desigualdad en el proceso de contratación. Entonces, para mejorar la presencia de mujeres en puestos de liderazgo, los líderes proponen crear políticas de igualdad salarial y mejores programas de formación y desarrollo.

Palabras claves: Diversidad, Equidad, Estereotipos de género, Brecha salarial de género, Techo de cristal, Liderazgo de mujeres.

1 Introduction

In recent years, we have seen an accelerated increase in the participation of women in the corporate labor world. According to Grant Thornton (2019), women now occupy 29% of senior leadership roles. While this represents only a 10% increase in the last 15 years of research, half of this increase occurred during the last 12 months. Women are not often perceived as being suitable for leadership positions (Evans, 2014), mainly due to the gendered assumptions regarding division of labor and role prescriptions (Place & Vardeman-Winter, 2018). Despite this assumption, women have managed to position themselves in leadership roles as the current managerial trends demand more emphatic and emotional intelligence that fit more to female leaderships styles. However, this growth has not been enough to match male positioning in the business world. Currently, the gap against the positioning of men in leadership positions remains very wide. The last report of Fortune 500 list (Zillman, 2019) indicates that only 33 of the companies in the ranking of highest-grossing firms are led by a female CEO (6.6% of the participation). Regarding Mexico, this percentage is even lower as this figure represents only 4% of participation. This gap extends in different level to all leadership positions. According to the study "Women in the Workplace" (Huang et al., 2019), for every 100 men that become managers in the world, 79 women are promoted to manager positions. That means that men hold 62% of manager positions, while women hold only 38%.

According to International Labour Office (ILO, 2018), the average global labor force participation rate of women in 2018 stood at 48.5% while that of men was 75%. This equates to a 26.5% gender gap in labor force participation. "From the start, women are operating at a disadvantage when it comes to being promoted to leadership positions, despite more women entering the workforce with bachelor's degrees than men" (Zipkin, 2018). The Organization for Economic Co-operation and Development (OECD) shows that in Mexico even when women outnumber young men in number of higher education graduates, their employment rate is 14 points below that of men, one of the highest employment gaps in the world in OECD countries (Gurría, 2020). This means that women represent a pool of talent that is not being exploited in a moment when companies have shortage of talent and must invest in training.

One of the biggest challenges women face in reaching the highest levels of an organization is dealing with existing leadership. Nowadays, many people see men and women leadership style completely different and expect women leaders to behave warmly and gently while the expectation for men leaders is to be authentic and manifest traits such as confidence and aggressiveness. In general, women leadership style is linked more to soft skills (such as teamwork, communication, problem-solving and flexibility), whereas man leadership style uses more hard skills (empathy and also communication, but in the way of typing, writing and software) (Alcázar & Flegl, 2019). Women often experience disapproval when they act like their male peers; stereotypes about leaders generally resemble stereotypes of men more than stereotypes of women. "As a result, men can seem natural in most leadership roles, thereby placing women at a disadvantage" (Eagly, 2007).

Despite decades of progress, women remain underrepresented in the upper part of the earnings distribution, a phenomenon often referred to as the "glass ceiling" where labor market is the driving force that is behind (Bertrand, 2018). The effect of the glass ceiling was proven, for example, by Chi and Li (2008), Mora and Ferrer-i-Carbonel (2009) and Stier and Herzberg-Druker (2017). Women are almost half of the workforce, yet they are still getting pay less than men, even when the principle of equal remuneration for work of equal value

was adopted in the International Labor Organization's since 1951 (ILO, 2017a). This gap only gets worse as women's career progress, global working conditions are very different between men and women regarding managerial roles, jobs differ greatly in power, prestige and salary. According with International Labour Office (ILO, 2019b), women charge between 20.5% and 21.8% less than their male counterparts if monthly income is considered. What is more, the inequality in salaries is higher in the private sector than in the public sector (Fox, Gmeiner & Price, 2019; García-Aracil, 2007). These variations are directly related to gender stereotypes that have caused women to enter the labor market late and face limitations to access better opportunities. Furthermore, it was proven that woman's position on wage bargaining is weaker because they suffer from prejudices based on preposition of family care and state support policies (Duong, Wu & Hoang, 2019).

One of the main causes of the low representativeness of women in executive positions is due to the fact that no management development programs are focused on women when previously the programs were elaborated contemplating only men. Thus, these programs lack a coherent framework for integrating women. Because of lack of such framework many companies adopt an "add-women-and-stir" simply delivering the same programs to women that they deliver to men (Ely, Ibarra & Kolb, 2011). As a result, women may feel not interested in such training. To increase females' interest in leadership programs, it is necessary to improve the role of leadership mentoring, which would lead to higher interest in such programs (Place & Vardeman-Winter, 2018).

Many managers are segregated by gender, and women are more often managers in support functions, such as human resources, finance and administration, while men dominate functions that are considered to be more strategic, such as research and development, operations and profit and loss that typically lead to the chief executive level and board membership (ILO, 2019a). Women in leadership positions have had a positive impact on companies. In the face of an increasingly competitive business environment, companies around the world are forced to seek advantages, with gender equity being one of the best opportunities to position themselves in the global market. "In general, more heterogeneous groups have different points of view and knowledge, consider a more comprehensive set of solutions, and debate each other's' viewpoints more vigorously, leading to higher quality decision" (Dezsö & Ross, 2012). Hunt et al. (2018:8) investigated the impact of diversity in business across 1,000 companies in 12 countries. The results show that companies with gender diversity on their executive teams are 21% more likely than other firms to report above-average profitability.

In order to achieve diversity in teams, companies must ensure equal opportunities for all employees, as well as to have gender-inclusive policies and ensure their enforcement (ILO, 2017b). This will be an important step for achieving gender balance at all levels. According to the survey "Women in Business and Management" conducted by the International Labour Office (ILO, 2019a), when enterprises have an inclusive business culture and inclusive policies, the prediction is to be able to improve some indicators in the following percentages: Increased profitability and productivity (62.6%), Enhanced ability to attract and retain talent (59.7%), Greater creativity, innovation and openness (59.1%), Enhanced company reputation (57.8 %) and, finally, Better ability to gauge consumer interest and demand (37.9%). The survey finds that of those enterprises that track the quantitative impact of gender diversity initiatives around promoting women in management, nearly 74% report a profit increase in between 5 and 20%.

Despite the unflattering past for women in the world of work, today, we are facing an undeniable important job positioning of women. The future shows an imminent rise of women in the corporate world. The fact that

women manage to perform in leadership positions represents their interest in breaking the so-called glass ceiling that makes it difficult for them to access senior management positions and gives them the opportunity to change these social and cultural patterns that foster inequality (Contreras Torres, Pedraza Ortiz & Mejía Restrepo, 2012). All these changes that have been seen in recent years are the result of women's efforts for equal opportunities. However, to promote higher participation of women in leadership positions, it is crucial to understand what barriers affect the lower women's occupancy. The objective of this article is to identify the main factors that influence women occupancy in leadership roles and what strategies should be taken to decrease such inequality.

2 Materials and Methods

Analytic Hierarchy Process (AHP)

Analytic Hierarchy Process was developed by Saaty (1977) and works with both qualitative and quantitative evaluation of preferences. To obtain criteria priorities, pairwise comparisons based on the fundamental verbal/numerical 1-9 scale is required (Saaty, 1977). The number of necessary comparisons for each comparison matrix is $n(n-1)/2$, where n is the number of criteria. Each criterion gains a geometric mean of its comparisons, which are then normalized.

An important requirement is to test consistency of our stated preferences, as human-made decisions can be mutually inconsistent because of the human nature. The most commonly used method for consistency check was developed by Saaty (1977) who proposed a consistency index (CI) related to eigenvalue method. CI is obtained as:

$$CI = \frac{\lambda_{\max} - n}{n - 1} \quad (1)$$

λ_{\max} is the maximal eigenvalue of the pairwise comparison matrix. The consistency ratio (CR) is given by:

$$CR = \frac{CI}{RI} \quad (2)$$

RI is the random index shown in Table 1.

n	3	4	5	6	7	8	9	10
RI	.58	.9	1.12	1.24	1.32	1.41	1.45	1.49

Table 1: AHP - Random indices (Saaty, 1977)

The priorities are considered consistent if the consistency ration is less than 10%. SuperDecisions software is used to count the criteria preferences and to test consistency of the preferences.

Sample

A survey was applied to 125 employees in leadership roles working for global companies based in Mexico. These employees belong to different economic industries such as telecommunications, banking and finance,

food, human resources, pharmaceutical, education, technology, etc. The questionnaire was disseminated on-line and all employees participated anonymously and voluntarily. From the total, 69 employees were female and 56 were male with an average range of age from 30 to 50 years old (65% of the surveyed fall within this range). Out of these persons, the average range age since they have occupied a leadership role is 21 to 30 years old (66% of the surveyed fall in this range). Moreover, the sample is divided regarding the level of position occupied in companies by respondents: 16.00% Directors, 11.20% Deputy director, 14.40% Senior manager, 31.20% Manager, 22.40% Coordinator and 4.80% Supervisor. The distribution of the sample is presented in Table 2.

	Supervisor	Coordinator	Manager	Senior Manager	Deputy director	Director	Total
Female	1 (0.08%)	20 (16.00%)	29 (23.20%)	10 (8.00%)	4 (3.20%)	5 (4.00%)	69 (55.20%)
Male	5 (4.00%)	8 (6.40%)	10 (8.00%)	8 (6.40%)	10 (8.00%)	15 (12.00%)	56 (44.80%)
Total	6 (4.80%)	28 (22.40%)	39 (31.20%)	18 (14.40%)	14 (11.20%)	20(16.00%)	125 (100.00%)

Table 2: Descriptive statistics of the sample

The survey included 19 questions related to the women occupancy in leadership positions. Within these questions, two questions were focused on creating the model in this article. First, the respondents were asked to evaluate their agreement about the main causes of the lack of women in the leadership positions. For this purpose, following causes were identified: *Payment differences*, *Gender stereotypes*, *Work-life balance*, *Self-exclusion*, *Inequality in recruitment processes* and *Lack of skills*. These causes were evaluated on a five-point Likert scale, where 1 meant "STRONGLY DISAGREE", 2 meant "DISAGREE", 3 meant "NEUTRAL", 4 meant "AGREE" and 5 meant "STRONGLY AGREE". Second, the respondents were asked to express their opinion about the level of importance companies should give to following initiatives that could encourage higher number of women in the leadership positions: *Pay equity policies*, *Training and development programs*, *Equality in promotion plans development*, *Gender equity programs*, *Time flexibility policies* and *Balancing recruitment process*. In this case, the Likert scale was as following: 1 "NOT IMPORTANT", 2 "SLIGHTLY IMPORTANT", 3 "MODERATELY IMPORTANT", 4 "IMPORTANT" and 5 "VERY IMPORTANT". The remaining 17 questions were focused on obtaining statistical information, as well as to understand how the respondents' companies currently manage conditions for the development of women occupancy in the leadership positions.

The criterion proposed in this model was determined by the aspects surveyed and the research of different articles that address some topics regarding Women in Leadership positions. For example, there are many causes for women not to position in leadership roles and initiatives that companies should be implementing. The hiring process must be as equitable as possible. Many people have gender stereotypes that do not allow guaranteeing that best decisions are being made when selecting a candidate. Many times, these stereotypes are involved in the process of reviewing resumes, interviewing, and delivering a job offer to a candidate. Companies regularly fill their leadership roles with someone who has strategic thinking, emotional intelligence, critical thinking, ability to analyze, good communication skills, decision makers, etc. It is there when women are not seen as the best candidates because of the apparent lack of those skills and not all companies are willing to create Training and Development Programs that that guarantee a better preparation for women.

According to Denmark and Paludi (2007), women are viewed as more emotional, gentle and understanding, whereas men are seen as more active, competitive, independent, and self-confident and that makes women

to get lower status roles. Inequality in the selection processes affects different groups, sometimes women are affected when it comes to a promotion. According to the research “Women in business and management” (ILO, 2019a), enterprise cultures that predominately require “anytime, anywhere” availability creates an unfair impact on women, who generally carry greater household and family responsibilities and that prefer not to participate in promotion plans that involves to expend more time creating self-exclusion of women. Having policies focused on work-life balance for men and women, will give a competitive advantage to companies that begin to handle this flexible model. In addition, when we talk about equality in the workplace, the salaries received by men and women around the world, remain inequitable despite the efforts being made by companies. A report published by Forbes México (2019), present Mexico as the country with the highest gender pay gap in Latin America. Women in Mexico receive lower incomes and during the year they must work up to 35 more days to match a men salary. Finally, a study of 1000 companies across 12 countries made by Hunt et al. (2018), found that companies in the top quartile for gender diversity on their executive teams were 21 percent more likely to experience above-average profitability. These are the main arguments for adding these factors in the criteria Causes and Initiatives for lack of women in management positions.

AHP model structure

To analyze the importance of the main causes and the main initiatives, we constructed an AHP model (Figure 1) in SuperDecisions software. For the matters of the analysis, it was pertinent to create a proper classification supported by the opinion of people who are already occupying leadership positions and has the experience of crossed the path to reach that position. Therefore, we calculated averages from all 125 responses for each cause and initiatives. Then, we used the fundamental Saaty scale (Table 5) to obtain the final importance. As we have the information regarding respondents’ gender, the AHP model was processed in three stages: first, a general perception with all the results and, second, a separate perception for female respondents and separate perception for male respondents.

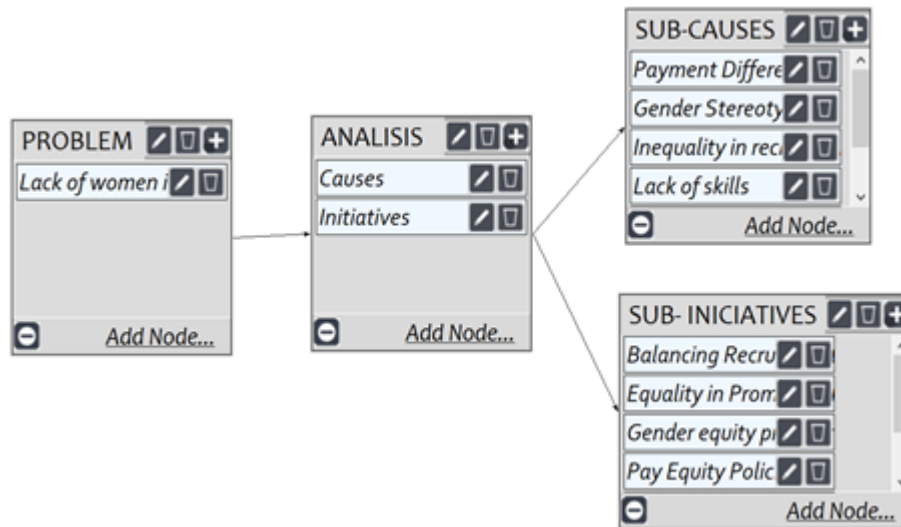


Figure 1: AHP model network

3 Results

The objective of this analysis was that, through the opinion of current leaders of some top companies, we could identify the main causes of the lack of women in leadership positions and obtain as a result the possible initiatives to revert this trend.

Causes of the lack of women in the leadership positions

For the Causes part of the model, the highest accepted factors are the Payment differences together with Gender stereotypes where both obtained an importance of 31.52% (Figure 2). As the third most important cause generating a lower occupancy rate of women in the leadership positions is the Work-life balance with an importance of 20.36%. On the other hand, the lowest evaluated factors are Self-exclusion (6.66%), Inequality in recruitment processes (6.22%) and Lack of skills (3.28%). The inconsistency of this evaluation was 2.14%, which is below the required limit of 10% (Saaty, 1977).

Considering the females' opinion, the results mainly correspond to the general model. Females also evaluated the Payment differences and Gender stereotypes as the most important cause; however, the importance is even stronger (33.58%, +2.06%). Work-life balance is the 3rd most important cause (15.65%), but females give it lower preference by -4.71%. This may indicate that females are more able to find the balance than it is generally perceived. We cannot observe significant differences in the case of the least three evaluated cause: Self-exclusion and Inequality in recruitment processes with (6.91%) and the Lack of skills (3.36%). The inconsistency in this case was of 2.50%. Male respondents see as the biggest problem in the Gender stereotypes. They even give it higher importance than females (35.81%), which is bigger by +2.23%. Further, males perceive the Payment differences as the second most important cause, but significantly lower than their female colleagues (-5.26%). Work-life balance obtained importance of 19.10% (+3.45%), whereas Self-exclusion 6.88%, Inequality in recruitment processes 6.63% and the Lack of skills 3.26%. The evaluation was again consistent (2.74%).

Causes	General	Females	Males	Females vs General	Males vs General	Females vs Males
Payment differences	31.52%	33.58%	28.32%	2.06%	-3.20%	5.26%
Gender stereotypes	31.52%	33.58%	35.81%	2.06%	4.29%	-2.23%
Work- life balance	20.36%	15.65%	19.10%	-4.71%	-1.26%	-3.45%
Self-exclusion	6.66%	6.91%	6.88%	0.25%	0.22%	0.03%
Inequality in recruitment processes	6.22%	6.91%	6.63%	0.69%	0.41%	0.28%
Lack of skills	3.28%	3.36%	3.26%	0.08%	-0.02%	0.10%

Figure 2: Factors affecting women occupancy in the leadership positions

Initiatives for higher women occupancy in the leadership positions

To promote higher women occupancy in the leadership positions the most important initiative is the introduction of the Pay equity policies (37.55%). The second most important initiative is the creation of the Training and development programs (24.30%) that would better fit to women's managerial skills. The Equality in promotion plans development has the importance of 15.67%, tightly followed by the Gender equity programs (15.08%). Time flexibility policies (3.75%) and Balancing recruitment processes (3.66%) are seen as the least important initiatives (Figure 3). The inconsistency in this case was 2.11%.

From the gender perspective, several differences should be mentioned. The Pay equity policies are preferred as the most important initiative by males (34.90% vs. 28.59%). Similarly, males give higher importance to Equity in promotion plans development (22.20%, +5.35% compare to females). On the other hand, females view as one of the most important initiatives the training part, as the Training and development programs have the importance of 28.59%, which is higher by +4.29% compare to the general result and +7.15% compare to the males' opinion. Time flexibility and Balancing recruitment process are viewed as the least important initiatives by both genders. The inconsistencies were in both cases far below the 10% limit (1.29% in the female model and 2.09% in the male model).

Initiatives	General	Females	Males	Females vs General	Males vs General	Females vs Males
Pay equity policies	37.55%	28.59%	34.90%	-8.96%	-2.65%	-6.31%
Training and development programs	24.30%	28.59%	21.44%	4.29%	-2.86%	7.15%
Equality in promotion plans development	15.67%	16.85%	22.20%	1.18%	6.53%	-5.35%
Gender equity programs	15.08%	16.85%	13.43%	1.77%	-1.65%	3.42%
Time flexibility policies	3.75%	5.38%	3.37%	1.63%	-0.33%	2.01%
Balancing recruitment processes	3.66%	3.73%	4.66%	0.07%	1.00%	-0.93%

Figure 3: Results of the respondents and classification by gender with ranking of opinions

4 Discussion

As the results reveal, the most important criteria according to the leaders that cause a lower women occupancy in leadership roles are Payment Differences, Gender Stereotypes and Work-life balance. Although many companies have paid higher attention to the gender equity and created antidiscrimination policies (Kaiser, 2007), gender differences in salaries, benefits and evaluation for men and women still exist (Blau & Kahn, 2017; Chevalier, 2007). What is more, the gender pay gap widens as women ratchet up the corporate ladder (Albrecht, Thoursie & Vroman, 2015), creating an even greater deficit for women to move up in their careers (PayScale, 2020). As Säve-Söderbergh (2019) observed, females at the top of the salary distribution request in the salary negotiation lower salaries compared to similar males. Therefore, the gender pay gap can be explained to some portion by the negotiation. Card, Rute Cardoso and Kline (2016) evaluated this portion to 10-15 % of the gender pay gap. Both female and male respondents confirmed the existence of the gender pay gap. Probably, as females have lower negotiation power, they feel this gap even stronger than males, but males may rather explain this gap as a result of the gender stereotypes (Figure 2).

This directly affects women positioning in management roles as our leaders indicated. The opportunities for women to enter the labor market vary from one country to another mainly due to economic potential of each country. However, today's highly competitive environment, which also contains growing competition in the labor market, requires strategic investments in employee satisfaction. This investment should consider equal system of remuneration and benefits (Wilden, Gudergan & Lings, 2010). Pay systems that are transparent and reward the entire workforce fairly, send a positive message about an organization's values and ways of working. "Pay is one of the key factors affecting motivation and relationships at work, so it's

important to develop pay arrangements that are not only right for organizations, but reward all employees fairly by providing equal pay for equal work" (Equality and Human Rights Commission, 2019). Evangeline and Gopal Ragavan (2016) add that to successfully manage employee's satisfaction in working place is one of the roughest tasks that organizations face today. Higher satisfaction can be reached by taking care of workers' quality of life, letting them combine their professional development with their personal goals, making the company a more attractive place to work not only for women who would have a better chance of achieving better positions, but also for men who would be able to be more productive.

Important observation of the analysis is that the women occupancy in the leadership positions is not related to the recruitment process. Both females and males evaluated this factor as one of the lowest important (6.91% and 6.63% respectively). Consequently, both genders state that there is no need to balance the recruitment process (Figure 3). So, while hiring a candidate for top leadership positions, females and males seem to have the same opportunity. Hence, the fact is not then reflected in the reality (Zillman, 2019). So, in this case, females do not feel confident in applying for such positions, among other reasons (Smirles et al., 2020). That is why, the respondents see the necessity of promoting Gender equity programs, as well as the Equality in promotions plan development. Companies should create a corporate culture/environment to stimulate females' interests for the leadership positions. What is more, Tate and Yang (2015) observed that females who broke the glass ceiling and hold a leadership position have positive impact on other females inside the company creating a spillover effect. This can create a female-friendly corporate culture.

Therefore, it is very important to invest in training programs on how to create equal opportunities throughout the company and reduce gender stereotypes that prevent making objective decisions when it comes to choosing leadership positions within a company. According to "role congruity theory of prejudice toward female leaders" (Eagly & Karau, 2002), women get unfavorable evaluations if they adopt male-stereotypical leadership styles, damaging their performance and growth. All this actions, will sustain the company's sensitivity to the importance of having women on its management team. Noland, Moran and Kotschwar (2016) proved that companies with more women in leadership positions are more profitable. Companies that had at least 30% women in the leadership positions, especially in "top management," had 6% more net profit margin.

5 Conclusions

It is very important that society and organizations adopt as part of their culture, the idea that female leadership is an organizational style that favorably influences the work environment, business results and socio-economic environments, breaking with the paradigm to promote gender equity just as a need to accomplish a metric or recognition. Diversity in leadership is good for business. For example, a Harvard Business School report on the male-dominated venture capital industry found that "the more similar the investment partners, the lower their investments' performance" (Kemp, 2019). This model reveals how important for companies to have diverse teams and more women in leadership positions as this would lead higher profitability. Companies with greater gender diversity, not just among the workforce as a whole but specifically among senior leaders, are more profitable. According to the analysis, the two main causes resulting in gender inequality in leadership positions are Payment differences and Gender stereotypes. This must be considered by companies in

order to implement initiatives that improve the equity in the leadership positions, as these are indicators that leaders see as the core causes that are affecting and could change the course of the company.

6 References

- Albrecht, J., Thoursie, P.S. & Vroman, S. (2015). Parental Leave and the Glass Ceiling in Sweden. *Gender Convergence in the Labor Market: Research in Labor Economics*, 41, 89-114. <https://doi.org/10.1108/S0147-912120140000041010>
- Alcázar, M. & Flegl, M. (2019). Is popularity of training programs reflected in performance improvements? A case of Mexican public financial institution. *Revista Latinoamericana de Investigación Social*, 2(2), 24-41.
- Bertrand, M. (2018). *The Glass Ceiling NO. 2018-38*. Becker Friedman Institute, [Online], Available: https://bfi.uchicago.edu/wp-content/uploads/WP_2018-38.pdf [25 Mat 2020].
- Blau, F.D. & Kahn, L.M. (2017). The Gender Wage Gap: Extent, Trends, and Explanations. *Journal of Economic Literature*, 55(3), 789-865. <https://dx.doi.org/10.1257/jel.20160995>
- Card, D., Rute Cardoso, A. & Kline, P. (2016). Bargaining, Sorting, and the Gender Wage Gap: Quantifying the Impact of Firms on the Relative Pay of Women. *The Quarterly Journal of Economics*, 131(2), 633-686. <https://doi.org/10.1093/qje/qjv038>
- Chevalier, A. (2007). Education, Occupation and Career Expectations: Determinants of the Gender Pay Gap for UK Graduates. *Oxford Bulletin of Economics & Statistics*, 69(6), 819-842. <https://doi.org/10.1111/j.1468-0084.2007.00483.x>
- Chi, W. & Li, B. (2008). Glass ceiling or sticky floor? Examining the gender earnings differential across the earnings distribution in urban China, 1987-2004. *Journal of Comparative Economics*, 36(2), 243-263. <http://dx.doi.org/10.1016/j.jce.2007.12.001>
- Contreras Torres, F., Pedraza Ortiz, J.E. & Mejía Restrepo, X. (2012). La mujer y el liderazgo empresarial. *Diversitas: Perspectivas en Psicología*, 8(1), 183-194.
- Denmark, F.L. & Paludi, M.A. (2007). *Psychology of Women: A Handbook of Issues and Theories (Women's Psychology)*, Praeger, 2nd edition, Chapter 7, "Gender stereotypes", pp. 207-222.
- Dezsö C.L. & Ross, D.G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33(9), 1072-1089. <https://doi.org/10.1002/smj.1955>
- Duong, M.-Q., Wu, C.-L. & Hoang, M.-K. (2019). Student inequalities in Vietnamese higher education? Exploring how gender, socioeconomic status, and university experiences influence leadership efficacy. *Innovations in Education and Teaching International*, 56(1), 110-120. <https://doi.org/10.1080/14703297.2017.1377098>
- Eagly, A.H. (2007). Female leadership advantage and disadvantage: Resolving the contradictions. *Psychology of Women Quarterly*, 31(1), 1-12. <https://dx.doi.org/10.1111/j.1471-6402.2007.00326.x>
- Eagly, A.H. & Karau, S.J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, 109(3), 573-598. <https://dx.doi.org/10.1037/0033-295x.109.3.573>
- Ely, R.J., Ibarra, H. & Kolb, D. (2011). *Taking Gender into Account: Theory and Design for Women's Leadership Development Programs*. Academy of Management Learning & Education, [Online], Available: https://flora.insead.edu/fichiersti_wp/inseadwp2011/2011-69.pdf [20 May 2020].
- Equality and Human Rights Commission (2019). *Why is equal pay important?*. [online], Available: <https://www.equalityhumanrights.com/en/advice-and-guidance/why-equal-pay-important> [19 Feb 2019].
- Evangelina, E.T. & Gopal Ragavan, V.P. (2016). Organisational culture and motivation as instigators for employee engagement. *Indian Journal of Science and Technology*, 9(2), 1-4. <http://dx.doi.org/10.17485/ijst/2016/v9i2/86340>
- Evans, D.P. (2014). Aspiring to Leadership... A Woman's World?. *Procedia - Social and Behavioral Sciences*, 148, 543-550. <https://doi.org/10.1016/j.sbspro.2014.07.077>
- Forbes México (2019). *México tiene la peor brecha salarial de género de Latinoamérica*. [online], Available: <https://www.forbes.com.mx/mexico-tiene-la-peor-brecha-salarial-entre-hombres-y-mujeres-informe/> [22 Apr 2019].
- Fox, D., Gmeiner, M. & Price, J. (2019). The gender gap in K-12 educator salaries. *Economics of Education Review*,

68, 23-26. <https://doi.org/10.1016/j.econedurev.2018.11.004>

García-Aracil, A. (2007). Gender earnings gap among young European higher education Graduates. *Higher Education*, 53(4), 431-455. <http://dx.doi.org/10.1007/s10734-005-3864-3>

Grant Thornton (2019). *Women in Business: hacia un avance real*. [Online], Available: <https://www.grant-thornton.es/globalassets/1.-member-firms/spain/insights/wib2019/women-in-business-2019-hacia-un-avance-real.pdf> [20 May 2020].

Gurria, A. (2020). *The Challenges and Opportunities of Higher Education in Mexico*, OECD, [Online], Available: <https://www.oecd.org/about/secretary-general/challenges-and-opportunities-of-higher-education-in-mexico-january-2020.htm> [9 Jan 2020].

Huang, J., Krivkovich, A., Starikova, I., Yee, L. & Zanoschi, D. (2019). *Women in the Workplace 2019: Five years in to our research, we see bright spots at senior levels. But companies need to focus their efforts earlier in the pipeline to make real progress*, McKinsey and Co., [Online], Available: <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Gender%20Equality/Women%20in%20the%20Workplace%202019/Women-in-the-workplace-2019.ashx> [10 May 2020].

Hunt, V., Prince, S., Dixon-Fyle, S. & Yee, L. (2018). *Delivering through Diversity*, McKinsey and Co., [Online], Available: https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20Diversity/Delivering-through-diversity_full-report.ashx [10 May 2020].

ILO (2017a). *C100 - Equal Remuneration Convention, 1951 (No. 100)*, International Labour Office, [Online], Available: https://www.ilo.org/dyn/normlex/en/f?p=NORMLEX-PUB:12100:0::NO::P12100_ILO_CODE:C100 [8 Mar 2020].

ILO (2017b). *Gender Diversity Journey, Company Good Practices*, International Labour Office, [Online], Available: https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_578768.pdf [May, 2017].

ILO (2018). *ILO: Women still less likely to be active in the labour market than men in most of the world*, International Labour Office, [Online], Available: https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_619119/lang--en/index.htm [8 Mar 2020].

ILO (2019a). *Women in business and management: The business case for change*, International Labour Office, [Online], Available: https://www.ilo.org/global/publications/books/WCMS_700953/lang--en/index.htm [2 Apr 2020].

ILO (2019b). *Informe Mundial sobre Salarios 2018/19, ¿Qué hay detrás de la brecha salarial de género*, International Labour Office, [Online], Available: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_712957.pdf [3 Jun 2020].

Kaiser, L.C. (2007). Gender-job satisfaction differences across Europe: An indicator for labour market modernization. *International Journal of Manpower*, 28(1), 75-94. <http://dx.doi.org/10.1108/01437720710733483>

Kemp, L. (2019). *Having women in leadership roles is more important than ever, here's why*, [Online], Available: <https://www.weforum.org/agenda/2020/03/more-women-in-leadership-shouldnt-matter-but-it-really-does/> [3 Mar 2020].

Mora, T. & Ferrer-i-Carbonel, A. (2009). The job satisfaction gender gap among young recent university graduates: Evidence from Catalonia. *Journal of Socio-Economics*, 38(4), 581-589. <http://dx.doi.org/10.1016/j.socec.2009.02.003>

Noland, M., Moran, T. & Kotschwar, B. (2016). *Is Gender Diversity Profitable? Evidence from a Global Survey*, Peterson Institute for International Economics, [Online], Available: <https://www.piie.com/system/files/documents/wp16-3.pdf> [2 Jun 2020].

PayScale (2020). *The state of the Gender Pay Gap 2020: Pay equity analysis can show if your organization pays women less than men for equal work*, [Online], Available: <https://www.payscale.com/data/gender-pay-gap> [3 Jun 2020].

Place, K.R. & Vardeman-Winter, J. (2018). Where are the women? An examination of research on women and leadership in public relations. *Public Relations Review*, 44(1), 165-173. <https://doi.org/10.1016/j.pubrev.2017.10.005>

Saaty, T.L. (1977). A Scaling Method for Priorities in Hierarchical Structures. *Journal of Mathematical Psychology*, 15(3), 234-281. [http://dx.doi.org/10.1016/0022-2496\(77\)90033-5](http://dx.doi.org/10.1016/0022-2496(77)90033-5)

Saaty, T.L. (1980). *The Analytic Hierarchy Process*. McGraw-Hill, New York.

Saaty, R.W. (1987). The Analytic Hierarchy Process - What it is and how it is used. *Mathematical Modelling*, 9(3-5), 161-176. [http://dx.doi.org/10.1016/0270-0255\(87\)90473-8](http://dx.doi.org/10.1016/0270-0255(87)90473-8)

Säve-Söderbergh, J. (2019). Gender gaps in salary negotiations: Salary requests and starting salaries in the

Säve-Söderbergh, J. (2019). Gender gaps in salary negotiations: Salary requests and starting salaries in the

field. *Journal of Economic Behavior & Organization*, 161, 35-51. <https://doi.org/10.1016/j.jebo.2019.01.019>

Smirles, K.E.-S., Basile, K.A., Aughenbaugh, A., Nasser, S., Logue, S. & Arteaga, L. (2020). Japanese women's perceptions of gender roles and leadership and the effects of a Women & Leadership Course: A qualitative analysis. *Women's Studies International Forum*, 80, 102359. <https://doi.org/10.1016/j.wsif.2020.102359>

Stier, H. & Herzberg-Druker, E. (2017). Running ahead or running in place? Educational expansion and gender inequality in the labor market. *Social Indicators Research*, 130(3), 1187-1206. <http://dx.doi.org/10.1007/S11205-015-1210-4>

Tate, G. & Yang, L. (2015). Female leadership and gender equity: Evidence from plant closure. *Journal of Financial*

Economics, 117(1), 77-97. <https://doi.org/10.1016/j.jfineco.2014.01.004>

Wilden, R., Gudergan, S. & Lings, I. (2010). Employer branding: strategic implications for staff recruitment. *Journal of Marketing Management*, 26, 56-73.

Zillman, C. (2019). *The Fortune 500 has more female CEOs than ever before*. Fortune Magazine, [Online], Available: <https://fortune.com/2019/05/16/fortune-500-female-ceos/> [16 May 2019].

Zipkin, N. (2018). *Women are still not being offered management positions at equal rates, but there's hope, Sheryl Sandberg says*. Entrepreneur, [Online], Available: <https://www.entrepreneur.com/article/322210> [23 Oct 2018].

7 Appendix

Intensity of importance on an absolute scale	Definition	Explanation
1	Equal importance	Two activities contribute equally to the objective
3	Moderate importance of one over another	Experience and judgement strongly favor one activity over another
5	Essential or strong importance	Experience and judgement strongly favor one activity over another
7	Very strong importance	An activity is strongly favored and its dominance demonstrated in practice
9	Extreme importance	The evidence favoring one activity over another is of the highest possible order of affirmation
2, 4, 6, 8	Intermediate values between the two adjacent judgements	When compromise is needed
Reciprocals	If activity <i>i</i> has one of the above numbers assigned to it when compared with activity <i>j</i> , then <i>j</i> has the reciprocal value when compared with <i>i</i>	
Rationales	Ratios arising from the scale	If consistency were to be forced by obtaining <i>n</i> numerical values to span the matrix

Table 5: AHP – fundamental scale (Saaty, 1987: 165)