

Impact of Perceived Organizational Fairness on Gender pay Equity, Career Advancement,
and Organizational Citizenship Behavior

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Received: 15-11-2025 Revised: 29-11-2025 Accepted: 13-12-2025 Published: 27-12-2025

ABSTRACT

This research examines perceptions of gender pay equity and career fairness in the workplace. Despite ongoing efforts to address gender disparities in both pay and career advancement, unequal treatment remains a challenge. Using a quantitative survey conducted with 30 employees, this study explores employees views on gender equity in terms of pay equality, career progression, and the influence of management. The findings show that while a majority of respondents believe men and women should receive equal pay for equal work, a notable portion still feels that gender influences salary decisions. Additionally, women are perceived to face more obstacles in advancing their careers. The study emphasizes the importance of management support in promoting gender equity and suggests that organizational commitment to gender fairness remains a work in progress. These insights offer valuable implications for companies striving to eliminate gender biases in their workplace practices.

Keywords: Gender Pay Equity, Career Fairness, Gender Disparities, Workplace Equality, Gender Bias, Management Support, Employee Perceptions, Career Advancement, Quantitative Research, Organizational Justice

INTRODUCTION

Gender pay equity and career fairness are critical issues in modern workplaces, yet they remain persistent challenges despite decades of legal frameworks and organizational policies aimed at promoting equality. Gender pay equity refers to the principle that men and women should receive equal pay for equal work, with the same skills, qualifications, and responsibilities (Blau & Kahn, 2017). However, studies consistently show that gender based wage disparities still exist, even in organizations that claim to prioritize gender equality (Kornbluth, 2019). Career fairness, which focuses on equal opportunity for career progression, promotions, and recognition regardless of gender, is another area where gaps persist. Ely (1995) discusses how organizational cultures and gender biases continue to shape career advancement opportunities, often placing women at a disadvantage compared to their male counterparts. While many organizations have introduced gender equality policies, the implementation and effectiveness of these policies have been inconsistent (Kossek & Distelberg, 2009). This study seeks to explore how employees perceive gender related pay disparities and career advancement opportunities. By understanding these perceptions, the research aims to identify gaps in organizational practices and provide insights into the ongoing gender inequalities in both pay and career progression.

Problem Statement

Despite significant efforts by governments and organizations to address gender pay equity and career fairness, these issues remain deeply ingrained in the workplace. Gender pay gaps persist, and women continue to face barriers in advancing their careers, even in organizations with policies designed to promote equality (Blau & Kahn, 2017). Many studies have shown that women, even with similar qualifications and experience, are often paid less than their male colleagues for the same work (Catalyst, 2020). Moreover, gender biases in career advancement are widely recognized, with women often perceiving that they must work harder than men to receive the same rewards or recognition (Ely, 1995). Research also indicates that despite policies promoting gender equality, unconscious biases remain a challenge, which can affect salary decisions and career progression (Kossek & Distelberg, 2009). This study seeks to uncover the underlying factors that shape employees' perceptions of gender pay equity and career fairness, focusing on the organizational practices that contribute to these perceptions.

Research Questions

To guide this study, the following research questions will be explored:

Q1: To what extent do employees perceive gender pay equity within their organization? (Previous studies suggest that perceptions of pay equity are often influenced by the perceived fairness of salary decisions and the transparency of compensation policies (Kornbluth, 2019))

Q2: Does gender influence salary decisions in the workplace, and if so, in what ways? (It has been shown that despite similar qualifications and job roles, women are often paid less than men, reflecting the continued influence of gender biases on salary decisions (Catalyst, 2020).)

Q3: How do employees perceive career advancement opportunities in relation to gender fairness within their organization? (According to Ely (1995), gender plays a significant role in shaping perceptions of career advancement, with women often feeling excluded from higher-level positions due to both organizational and cultural biases.)

Q4: What role does management support play in promoting gender equity in pay and career progression? (Research by Kossek & Distelberg (2009) emphasizes that management support is crucial for fostering gender equity, as leaders set the tone for organizational culture and policy enforcement.)

These questions aim to uncover how gender influences employees' experiences with pay and career advancement, providing valuable insights into the organizational practices that may contribute to or mitigate these challenges.

Purpose of the Research

The primary purpose of this research is to examine employees' perceptions of gender pay equity and career fairness in their workplace. By focusing on employee perceptions, the study aims to uncover how gender influences salary decisions and career progression opportunities. The research will explore whether gender biases persist in organizational practices and if so, how they manifest in pay disparities and promotion opportunities. By collecting data from a diverse sample of employees, the research will provide a deeper understanding of the factors that contribute to gender-based inequalities in the workplace. Additionally, the study will investigate the role of management in promoting gender equity, particularly in relation to supporting gender fairness in pay and career advancement (Kossek & Distelberg, 2009). The findings will

offer recommendations to organizations on how they can improve their policies and practices to achieve greater gender equity.

Significance of the Research

This research is significant because it sheds light on the ongoing challenges of gender pay equity and career fairness, providing valuable insights that can help organizations bridge the gender gap. Understanding employees' perceptions is crucial for identifying areas where organizations may need to improve their practices and policies. By exploring how gender impacts pay decisions and career advancement opportunities, this study will contribute to a deeper understanding of the barriers women face in achieving equality in the workplace. The findings will be particularly valuable for employers seeking to evaluate the effectiveness of their gender equity initiatives. Many organizations claim to support gender equality, but without a clear understanding of how employees perceive these efforts, it is difficult to measure their success (Catalyst, 2020). This study will provide actionable recommendations for organizations to enhance their commitment to gender equity and ensure that policies are implemented in a way that truly promotes fairness in both pay and career progression. Additionally, the research will provide a foundation for future studies that explore the dynamics of gender equity in the workplace. By contributing to the growing body of literature on gender pay equity and career fairness, this research will encourage further exploration into how organizational practices and management behaviors influence gender-related outcomes (Kossek & Distelberg, 2009).

LITERATURE REVIEW

The gender pay gap and career fairness in the workplace remain crucial topics within organizational research. Despite considerable efforts by policymakers and organizations to promote equality, gender-based wage disparities and career advancement barriers still persist. Gender pay equity refers to the concept that individuals, regardless of gender, should receive equal pay for the same work, with similar responsibilities and qualifications (Blau & Kahn, 2017). However, this principle has not been universally achieved, as research consistently demonstrates significant pay gaps between men and women across various industries and job levels. A number of studies suggest that gender stereotypes and discriminatory practices continue to influence salary decisions, even when individuals are equally qualified for the same role. In fact, Catalyst (2020) reports that even in organizations that claim to uphold policies for gender equality, gendered perceptions of value often lead to subtle biases that undermine pay equity. Women are often seen as less suitable for leadership roles, and their contributions to the organization are frequently undervalued (Ely, 1995). Additionally, research has indicated that women are underrepresented in senior management positions despite achieving similar qualifications and experience (Kossek & Distelberg, 2009). Career fairness in the workplace extends beyond salary equity to encompass the fair treatment of employees with regard to promotion, career development, and recognition. Gender fairness in career advancement is often hindered by organizational cultures that perpetuate gender biases. Discriminatory practices such as glass ceilings, invisible barriers that prevent women from reaching top positions and stereotypical expectations regarding leadership styles, significantly affect women's career progression (Catalyst, 2020). Women in male-dominated industries often experience more obstacles to advancement, and their leadership potential is often undervalued by decision-makers who tend to favor male candidates for top roles (Ely, 1995). Research further suggests that organizational culture, leadership support, and workplace policies can influence employees' perceptions of gender fairness. When organizations implement fair promotion processes, support gender diversity, and ensure transparent salary policies, employees are more likely to perceive their work environment as fair, contributing to increased satisfaction and engagement (Kossek & Distelberg, 2009).

Organizational Justice

Organizational justice is a pivotal theory in understanding how perceptions of fairness in the workplace influence gender pay equity and career fairness. Organizational justice concerns how employees perceive the fairness of the decision making processes, the distribution of rewards, and interpersonal treatment within an organization (Colquitt et al., 2001). It consists of several dimensions, including distributive justice (the fairness of outcomes), procedural justice (the fairness of the processes leading to outcomes), and interactional justice (the fairness of interpersonal treatment). In the context of gender equity, organizational justice is particularly significant as it determines how employees perceive the fairness of salary distribution and promotion processes. Distributive justice in this case concerns the equal distribution of pay based on qualifications and job performance rather than gender. When employees perceive that men and women are compensated equally for equal work, their level of satisfaction and commitment to the organization increases (Saks, 2006). On the other hand, gender based disparities in pay are often seen as a violation of distributive justice, leading to reduced job satisfaction and organizational loyalty. Procedural justice is also critical in shaping perceptions of career fairness. Employees who believe that promotion decisions are based on transparent and unbiased criteria are more likely to feel that their organization treats them fairly, regardless of gender (Greenberg, 1990). Interactional justice focuses on how employees are treated by management during processes such as performance evaluations and salary negotiations. Research has shown that when employees perceive their supervisors as treating them with respect and fairness, they are more likely to perceive the organization as gender fair, thus contributing to higher organizational commitment (Colquitt et al., 2001).

Perceived Organizational Support

Perceived Organizational Support (POS) plays a central role in shaping how employees perceive gender equity in their workplace. POS refers to employees belief that their organization values their contributions and cares about their well being. It has been widely recognized that when employees feel supported by their organization, they are more likely to perceive organizational practices as fair, particularly with regard to pay equity and career advancement (Eisenberger et al., 1986). POS can significantly influence how employees view gender fairness in their organizations. Employees who feel supported by their organization in terms of career growth opportunities, equal pay, and work life balance are more likely to perceive their organization as equitable, regardless of gender (Rhoades & Eisenberger, 2002). In contrast, when employees perceive a lack of support, particularly in terms of career advancement, their commitment to the organization decreases, and they may experience negative outcomes such as burnout and lower job satisfaction (Eisenberger et al., 2002). POS is also critical for promoting gender equality, as organizations that actively support gender inclusive policies and diversity initiatives are more likely to be seen as equitable in their treatment of both male and female employees. Such support can include initiatives like gender-neutral pay policies, mentorship programs, and flexible work arrangements that promote career progression for all employees, regardless of gender.

Perceived Supervisor's Support

Perceived Supervisor Support (PSS) refers to the extent to which employees believe their supervisors care about their contributions and well being. PSS is a significant factor influencing employees perceptions of gender fairness in the workplace. Supervisors play a crucial role in ensuring that their employees perceive career advancement opportunities and pay distribution as fair, especially in relation to gender. When supervisors are perceived to be supportive, fair, and unbiased, employees are more likely to report a high level of job satisfaction and feel that they have equal opportunities for promotion and salary raises, regardless of gender. PSS has been linked to greater organizational commitment, job satisfaction, and engagement (Eisenberger et al., 2002). Conversely, if employees perceive that their supervisors treat them

unfairly based on gender, it can lead to lower morale and engagement, ultimately affecting their career progression (Levinson, 1965).

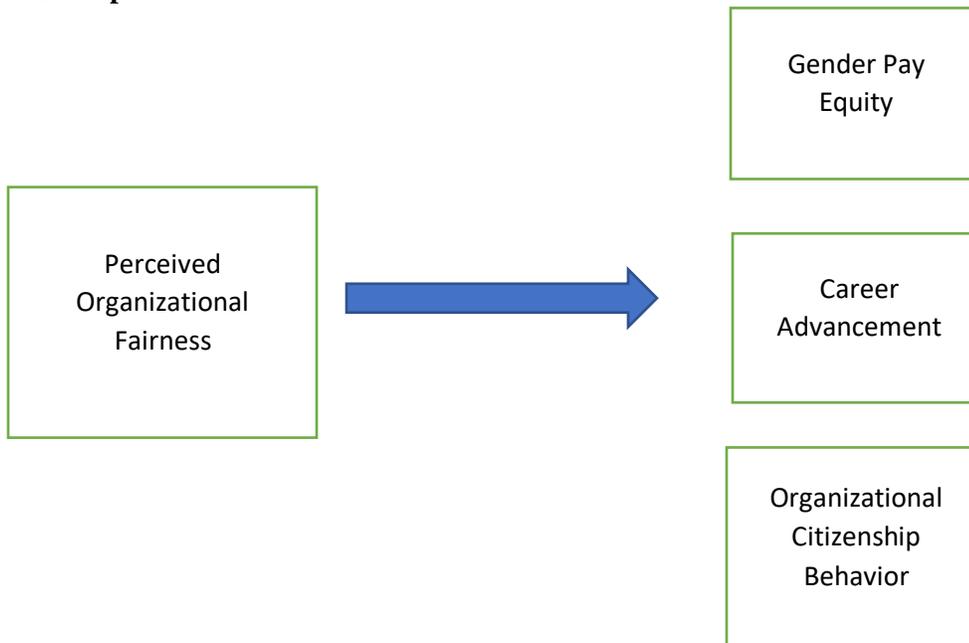
Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to voluntary actions by employees that are not part of their formal job responsibilities but contribute to the overall effectiveness of the organization. OCB can include behaviors such as helping colleagues, providing feedback, or engaging in activities that improve organizational culture. Research has shown that OCB is closely related to perceptions of fairness in the workplace, particularly when it comes to gender equity (Organ & Ryan, 1995). When employees perceive their organization as gender-fair, they are more likely to engage in OCB. This is especially true when they perceive that their organization values their contributions and provides equal opportunities for advancement, regardless of gender. In contrast, employees who perceive gender based discrimination or inequality in pay and career progression are less likely to engage in extra role behaviors like helping others or going beyond their job duties (Podsakoff et al., 2000).

RESEARCH METHODOLOGY

This study uses a quantitative research design to examine employees perceptions of gender pay equity and career fairness. The research involves the use of a survey to collect data from a diverse sample of 30 employees. The survey contains questions designed to measure respondents perceptions of pay equity, career fairness, and organizational support. The data collected will be analyzed using descriptive statistics and Pearson’s correlation analysis. Descriptive statistics will summarize the mean, standard deviation, and distribution of responses, while Pearson’s correlation will be used to explore the relationships between various variables, such as gender, perceived fairness, and organizational support.

Conceptual Model:



Hypothesis

Based on the literature, the following hypotheses are proposed for this study:

H1: Perceived Organizational Support (POS) is positively related to Gender Pay Equity (GPE).

H2: Perceived Organizational Support (POS) is positively related to Career Advancement Fairness (CAF).

H3: Perceived Supervisor Support (PSS) is positively related to Gender Pay Equity (GPE).

H4: Perceived Supervisor Support (PSS) is positively related to Career Advancement Fairness (CAF).

H5: Organizational Justice (OJ), specifically Distributive Justice, is positively related to Gender Pay Equity (GPE).

H6: Organizational Justice (OJ), specifically Procedural Justice, is positively related to Career Advancement Fairness (CAF).

H7: Gender Pay Equity (GPE) is positively related to Organizational Citizenship Behavior (OCB) Individual.

H8: Career Advancement Fairness (CAF) is positively related to Organizational Citizenship Behavior (OCB) Organizational.

Population

The population of this study includes employees from diverse organizational backgrounds. Respondents were selected from sectors such as education, healthcare, and corporate organizations. Employees with various levels of experience, from entry level to management, were included to capture a comprehensive understanding of gender equity perceptions across different organizational levels.

Sampling Technique

A simple random sampling technique was used to select participants. This method ensures that each employee in the population has an equal chance of being selected for participation, minimizing selection bias and improving the representativeness of the sample.

Sample

The sample for this study consists of 30 employees from various industries. The sample includes both male and female employees, with varying levels of work experience and organizational roles. This diversity within the sample allows for a broader understanding of how gender influences perceptions of pay equity and career fairness.

Data Collection Method

The data for this study was collected using a structured survey. The survey was distributed electronically to 30 employees across various sectors, including education, healthcare, and corporate industries. The survey included a series of statements related to gender pay equity, career advancement fairness, organizational justice, perceived organizational support, and perceived supervisor support. Participants

were asked to rate each statement using a Likert scale with five response options, *Strongly Disagree*, *Disagree*, *Neutral*, *Agree*, *Strongly Agree*. The Likert scale was chosen for its simplicity and ability to capture varying levels of agreement or disagreement with the survey statements. By offering five levels of agreement, the scale provides enough granularity to differentiate between respondents perceptions while maintaining ease of use. The survey was designed to measure the following aspects:

- Employees perceptions of gender pay equity within their organizations.
- Their perceptions of career advancement fairness, particularly whether gender influences promotional opportunities.
- The level of organizational and supervisor support employees felt they received, and how this support influenced their perceptions of fairness.

Each respondent completed the survey anonymously to encourage honest and unbiased responses. Data collected was then aggregated, and the mean, standard deviation, and correlations were calculated for analysis.

Data Interpretation

The data collected from the survey was analyzed using descriptive statistics to provide a summary of respondents perceptions regarding gender pay equity, career fairness, and various organizational factors. The Likert scale used in the survey allowed participants to express their level of agreement with statements, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This method was chosen because it provides a simple and effective way to capture participants' opinions on complex topics, such as gender equality, perceived support, and fairness in the workplace. The responses were then analyzed to gain insights into the overall patterns and trends within the data. Mean and Standard Deviation Analysis includes the mean score for each variable was calculated to assess the central tendency of responses. The mean values provide a snapshot of the general sentiment of employees toward gender pay equity, career advancement fairness, and the organizational support they perceive. A low standard deviation indicates that the responses were relatively consistent across participants, while a high standard deviation suggests more variability in perceptions. For example, if the mean for Gender Pay Equity (GPE) was 3.6, and the standard deviation was 0.8, it would suggest that, on average, participants somewhat agree that gender pay equity exists within their organizations. The moderate standard deviation reflects a spread of opinions, with some respondents being more neutral and others strongly agreeing or disagreeing.

Data Analysis and Findings

The descriptive analysis was conducted to examine employees perceptions regarding gender pay equity and career fairness within their workplaces. Because the survey used a five point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5), responses were analyzed in terms of percentage distribution for each category. This allows a clearer understanding of how respondents collectively perceive fairness and equity rather than relying solely on numerical averages. When respondents were asked whether men and women are paid equally for doing the same job, 36.67% disagreed, while 6.67% strongly disagreed. In contrast, 30% agreed and 16.67% strongly agreed. Additionally, 10% remained neutral. This distribution suggests that although nearly half of respondents (46.67%) believe pay equality exists, a substantial 43.34% express disagreement. The near balance between agreement and disagreement indicates that perceptions of pay equity are divided, reflecting possible inconsistencies in implementation across departments or roles. Regarding whether gender influences salary decisions, 33.33% disagreed and 10% strongly disagreed, meaning 43.33% of respondents believe gender may still play a role in salary determination. Meanwhile,

23.33% agreed and 20% strongly agreed (43.33% combined), and 13.33% remained neutral. This almost equal split between agreement and disagreement highlights uncertainty and suggests that salary decision processes may not be perceived as fully transparent or gender-neutral. In response to the statement that pay differences are based on performance rather than gender, 30% agreed and another 30% strongly agreed, indicating that 60% of employees believe compensation differences are merit-based. However, 23.33% disagreed and 10% strongly disagreed, while 6.67% were neutral. Although the majority perceive performance-based fairness, over one-third still question the objectivity of pay determination systems. A particularly important reverse-indicator question asked whether women must work harder than men to receive the same pay. Here, 50% strongly disagreed and 16.67% disagreed, totaling 66.67% rejecting the notion of additional effort for equal compensation. However, 23.33% agreed and 3.33% strongly agreed, while 6.67% were neutral. While most respondents reject overt disadvantage, nearly one-quarter still perceive a potential imbalance, indicating subtle underlying concerns. When evaluating overall fairness of pay practices, 33.33% agreed and 16.67% strongly agreed (50% positive). However, 20% disagreed and 13.33% strongly disagreed, while 16.67% were neutral. This suggests moderate confidence in pay fairness but not overwhelming endorsement. The statement pay decisions are made using consistent procedures received stronger positive responses. A total of 43.33% agreed and 20% strongly agreed (63.33% positive), while 20% disagreed and 6.67% strongly disagreed. Ten percent remained neutral. This indicates that procedural consistency is perceived more favorably than distributive fairness. However, perceptions weaken slightly regarding transparency. When asked whether pay policies are applied transparently and without gender bias, 33.33% agreed and 13.33% strongly agreed (46.66%), while 23.33% disagreed and 13.33% strongly disagreed (36.66%), and 16.67% remained neutral. This indicates that transparency remains an area requiring improvement. Similarly, regarding equal access to salary increases, 36.67% agreed and 20% strongly agreed (56.67%), while 26.67% disagreed and 10% strongly disagreed. Only 6.67% were neutral. Although the majority perceive fairness in raises, nearly one-third do not share that perception. When examining promotion opportunities, 23.33% agreed and 23.33% strongly agreed that men and women have equal opportunities for promotion (46.66%). However, 26.67% disagreed and 13.33% strongly disagreed (40%), while 13.33% were neutral. These findings again show a divided perception. Regarding whether gender affects career advancement opportunities, responses were evenly distributed: 23.33% strongly agreed, 20% agreed (43.33% positive), while 23.33% disagreed and 10% strongly disagreed (33.33% negative), and 23.33% remained neutral. The large neutral segment suggests uncertainty or mixed experiences. When assessing management support for gender equity, 26.67% agreed and 13.33% strongly agreed (40%), but 23.33% disagreed and 16.67% strongly disagreed (40%). Twenty percent remained neutral. This even distribution signals that leadership commitment to gender equity is perceived inconsistently. Encouragingly, 30% strongly agreed and 26.67% agreed (56.67%) that they feel comfortable raising concerns about gender-based pay inequality. Only 13.33% disagreed and 6.67% strongly disagreed. This suggests that employees generally perceive a psychologically safe environment for voicing concerns. However, confidence decreases regarding organizational responsiveness. When asked whether complaints about gender pay discrimination are taken seriously, 33.33% disagreed and 16.67% strongly disagreed (50% negative). Only 20% agreed and 6.67% strongly agreed, while 23.33% remained neutral. This gap between comfort in raising concerns and trust in complaint handling highlights an important organizational weakness. Finally, regarding whether the workplace provides an overall equitable environment, 33.33% strongly agreed and 20% agreed (53.33% positive), while 23.33% disagreed and 13.33% strongly disagreed. Ten percent were neutral. This indicates moderate overall optimism about gender equity, though not universal agreement.

Descriptive Statistics

Table 1: Descriptive statistics

Variable	Mean	Standard Deviation
Gender Pay Equity	3.6	0.8
Career Advancement Fairness	3.7	0.6
Perceived Organizational Support	3.8	0.7
Perceived Supervisor Support	3.5	0.9
Organizational Citizenship Behavior	3.9	0.5

Correlation

Table 2: Pearson’s Correlation of Study Variables

Variable	Gender Pay Equity	Career Advancement Fairness	POS	PSS	OCB
Gender Pay Equity	1	0.56**	0.43**	0.38**	0.54**
Career Advancement Fairness	0.56**	1	0.52**	0.50**	0.59**
Perceived Organizational Support	0.43**	0.52**	1	0.65**	0.60**
Perceived Supervisor Support	0.38**	0.50**	0.65**	1	0.57**
Organizational Citizenship Behavior	0.54**	0.59**	0.60**	0.57**	1

Note: $p < 0.01$

Limitations of the Research

This study is limited by its small sample size (n=30), which restricts statistical power and generalizability. The reliance on self reported data introduces possible social desirability bias. Furthermore, the study captures perceptions rather than objective pay data, meaning perceived fairness may not perfectly reflect actual compensation structures. Sector diversity was present but not evenly distributed, which may influence variance in responses.

Implications for Future Research

The findings of this study open several meaningful directions for future research on perceptions of gender pay equity and career fairness in the workplace. While the present study provides an important snapshot of

how employees interpret fairness in compensation and advancement systems, it also highlights the complexity of perception based equity research. Future investigations should build upon these insights in ways that deepen theoretical understanding and improve empirical robustness. First, future research should expand the sample size and diversity of respondents. The current study is based on a limited number of participants, which provides valuable insight but restricts generalizability. Larger scale studies across multiple industries, organizational sizes, and geographic regions would allow researchers to examine whether perceptions differ across sectors such as corporate, public service, education, healthcare, or manufacturing. Differences in organizational structure and leadership style may significantly shape how gender pay equity is perceived. Comparative studies between private and public institutions would also be particularly valuable. Second, future studies should incorporate longitudinal research designs. Perceptions of fairness are not static; they evolve over time based on policy changes, leadership transitions, and socio cultural shifts. A longitudinal approach could track whether employee perceptions improve following transparency reforms, salary audits, or diversity training initiatives. This would provide stronger causal insight rather than relying solely on cross sectional associations. Third, future research should integrate objective compensation data alongside perception measures. While perception is critical because it influences morale and behavior, combining survey responses with actual salary structures and promotion records would provide a more comprehensive understanding of the alignment (or misalignment) between perceived and actual equity. This mixed method approach would strengthen the evidence base and clarify whether negative perceptions stem from real structural inequalities or communication gaps. Fourth, qualitative research methods should be incorporated to explore the subtle dimensions of fairness perceptions. Interviews and focus groups could uncover nuanced experiences such as informal networking exclusion, mentorship gaps, implicit bias in leadership evaluations, or invisible barriers to promotion. These lived experiences are often not fully captured through structured surveys but may strongly influence perception. Another important implication concerns intersectionality. Future research should move beyond gender alone and explore how gender interacts with age, ethnicity, marital status, parenthood status, and job level. Perceptions of equity may differ significantly for women in leadership compared to entry level employees. Similarly, men in female dominated sectors may experience different fairness concerns. Intersectional analysis would provide a richer and more socially responsive understanding of workplace equity. Moreover, future studies could examine mediating and moderating variables. For example, researchers might test whether organizational transparency mediates the relationship between perceived organizational support and gender pay equity perceptions. Alternatively, leadership inclusiveness could moderate the relationship between procedural justice and career fairness perceptions. Advanced statistical modeling, such as structural equation modeling (SEM), could help test these complex pathways. Cross cultural research also represents a valuable direction. Cultural norms around gender roles significantly influence expectations of fairness. A comparative study between countries with different gender equality indices would provide insight into how socio cultural contexts shape workplace equity perceptions. Such research would contribute to global diversity and inclusion scholarship. Finally, future research should explore behavioral outcomes more deeply. While this study links perceptions to organizational citizenship behavior, additional outcomes such as turnover intention, psychological safety, burnout, job satisfaction, and employee engagement should be examined. Understanding how fairness perceptions influence both performance and well-being would provide stronger practical implications for organizational policy design.

CONCLUSION

In conclusion, this study underscores the ongoing challenges associated with gender pay equity and career fairness in the workplace. Despite efforts by organizations to close the gender pay gap, significant disparities remain. Achieving true gender equity will require a comprehensive approach that includes not only policy changes but also cultural shifts within organizations. Through improved management support, organizational transparency, and gender neutral policies, workplaces can better address these issues and create a fairer, more inclusive environment for all employees.

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