

Mitigating Gender-Based Occupational Segregation in Logistics with a Job Rotation Model to Diversify Women's Career Paths

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Abstract - The problem of female occupational segregation in logistics remains an issue, as women tend to be restricted to administrative support, reception, and part-time jobs, whereas males are represented in the sphere of operations, planning, and management. This segregation restricts the career development of women, their skill development, and makes them more prone to attrition, thus affecting not only their individual career but also the organization's performance. Although numerous diversity programs have been introduced, the targeted recruitment, the mentoring programs, and the flexible work policies have contributed little to the overall solution of the underlying causes of segregation in logistics-specific jobs. Current initiatives are centered on the entry-level representation, whereas systematic career mobility and internal job diversification are not considered. This paper will discuss the historical factors that have pushed logistics towards gender-based occupational segregation, which include stereotypes, safety issues, role design, and informal networks that tend to lock out women in high-impact jobs. The paper also summarizes the existing internal mobility measures, such as job rotation programs and skill development programs, and how effective they are in diversifying female careers in logistics. Certain obstacles that impede the progress of women are also discussed, including the problem of the work-life balance, the risk of harassment, the absence of mentorship, and the discriminatory distribution of work. According to the analysis, the paper makes practical suggestions on how to curb the issue of occupational segregation along gender lines. These recommendations involve introducing organized internal mobility schemes, providing equal opportunities to leadership, providing inclusive workplaces, and improving mentorship services. The paper proposes that organizations implement strategies to enhance work-life fit, workplace safety, and provide specific career development support to women. Such initiatives can help increase a more diverse workforce, increase retention rates, and make the organization more resilient. The paper ends with the conclusions about the implications for future research and policy development that require more specific and systematic changes that could lead to the establishment of gender equity and a more diverse and inclusive logistics industry.

Keywords: Gender-Based Segregation, Logistics Operations, Occupational Mobility, Women Workforce Participation, Job Rotation, Diversity Initiatives, Career Development

I. INTRODUCTION

Occupational segregation based on gender is a constant problem in the logistics sector, with women being overrepresented in low-skill, part-time, or support roles in business, whereas the high-impact operational and managerial opportunities are held by men (Al-shwaf et al., 2025). According to statistics, women constitute a small proportion of the logistics workforce in senior positions, and most of them are restricted to administrative support, customer care, and inventory control. As an example, there are 22 percent of women workers in warehousing and 30 percent of workers in transportation, although close to half of the world's labor force is women. This number is even smaller in the managerial positions, where women occupy only 10-15% of the leadership positions in most of the logistics organizations. This separation is not just a manifestation of the lower opportunity but is supported by a complex of social prejudices, concerns about security, and conventional gender expectations that influence the distribution of roles in logistics (Balachandran & Desai, 2024). Women are viewed as less adaptable to the high-stress physical jobs like those of warehouse, route planning, or fleet management. These biases and role designs hamper their opportunities to take up more challenging and rewarding roles, restrict career growth, development of skills, and overall job satisfaction. Further, women are often left out of informal networks that champion promotion and leadership prospects, and hence, further marginalization is experienced in the industry. The effects of such segregation are not only gender inequality but also affect the performance of the organizations (Borrowman & Klasen, 2020; Duxfield & Allen, 2024; (French & Strachan, 2009). When women are confined to a few roles, organizations lose the chance to use their talents and skills, which prejudices

workforce effectiveness, strength, and creativity. In addition, this lack of career mobility is one of the causes of high turnover rates, particularly when referring to women who perceive their career opportunities as constrained.

Significance

Gender-based occupational segregation not only denotes an issue of equity but also occupational performance (Cattani & Rizza, 2024). Gender diversity at all levels of the job, as a promotion, can lead to greater innovation, decision-making, and a more flexible and resilient workforce (Fernandez, 2023). In the case of the logistics industry, which is a key participant in the global supply chains, improving the number of women in the leadership and operations is key to success in the long term. Research has indicated that different teams are more likely to be successful in comparison to homogenous teams since they have different perspectives that enhance problem-solving and innovation. Thus, by designing entry and success points for women in various positions, it is possible to drastically improve the agility of organizations, their retention, and performance. Furthermore, the logistical gender equity is critical towards the enhancement of morale in the workplace and the ability to offer equal opportunities to all employees so that they can grow and prosper (Duan et al., 2024; Duxfield & Allen, 2024; Cen et al., 2025). Occupational segregation and increasing the involvement of women in the higher employment grades within logistics will enable more workers to feel stronger and ultimately support the industry to tackle the future and provide a supportive environment that encourages everyone in the employment sector.

Current Initiatives

In a move to balance the gender imbalances, many of the logistics organizations have adopted diversity programs, including targeted hiring, mentorship programs, and flexible work arrangements (Yang et al., 2024). As an illustration, companies are increasingly doing recruitment drives to bring more women into the logistics industry, and most of them have leadership programs that enable women to ascend into high positions. There are also flexible working conditions, such as working at home and flexible working schedules, that have been encouraged to meet the work-life balance of women, especially those with children to take care of. These efforts, nevertheless, have not been effective in curbing the gender-based occupational segregation of logistics, as these efforts have seen some success in raising the number of women at the entry levels (Medel & Petkevičiūtė-Stručko, 2026). These campaigns usually aim at increasing the number of women who are represented without addressing the structural as well as operational bottlenecks that put women in a given position. Also, although leadership training and mentorship programs are good, they are not always adequately incorporated into the day-to-day running of organizations, and because many women are not in high positions, most women do not have access to good mentors or role models in their respective fields. This has led to

women still not having much mobility and career development, even with these good motions.

Objective of the Study

- Evaluate the existing situation with female occupational segregation in the field of logistics, define the main drivers and obstacles that restrict the career mobility of women, and the development of their skills.
- Assess the current diversity programs in the logistics sector with emphasis on their success and constraints in lessening gender disparities in the positions.
- Recommend practical measures to curb the occupational segregation, especially by introducing job rotation schemes, and increasing internal mobility to enliven the occupational pattern of women.
- Make recommendations to logistics companies and policymakers on how they can better balance their work and life, mentor, and advance women to both leadership and operational roles.
- Evaluate how these strategies may influence the performance of organizations, the diversity of the workforce, and gender equity in the logistics industry.

The purpose of this paper is to address this gap by offering a multifaceted approach towards reducing the extent of occupational segregation with particular emphasis on how the structured internal mobility programs, e.g., job rotation, could be used to diversify the women's career trajectory as well as encourage the gender balance in the logistics functions.

This paper has been divided into five sections. Section I presents the research problem that is gender-based occupational segregation in logistics, explains the importance of the research problem, and defines the objectives of the study. The second part (II) has the literature review, where the existing diversity programs are discussed, as well as the obstacles that women encounter in logistics, and the discussion of the existing strategies in internal mobility and job rotation. Section III explains the developed plans of the gender-based segregation mitigation, with actionable plans of implementing job rotation courses, developing better mentorship programs, and improving the work-life balance. Section IV is the presentation of the results and possible implications of the given recommendations on the work performance, the diversity of the workforce, and the gender equity. Lastly, Section V provides the conclusion of the paper, with the summary of the findings and recommendations for the upcoming research and policy-making in the logistics industry.

II. LITERATURE REVIEW

Occupational segregation in logistics based on gender is a widespread problem, where women are mainly found in jobs that are considered to be supportive or administrative, such as customer service, providing inventories, and clerical work, whereas men are found in more technical and administrative jobs like fleet management, operations planning, and warehousing (Foley & Cooper, 2021). Such segregation is motivated by a number of factors (Weeden et al., 2018; D'souza & Tapas, 2026). The society tends to place women in jobs that are considered to be less physically demanding or that are more suitable to their gender, and this prevents them from being involved in the high-impact operational tasks. There are also safety issues in the physical or dangerous workplaces, like warehouses or transport, that restrict the access of women to progress in such areas, which serve to support the gendered division of labor (Conway et al., 2025; He et al., 2019).

Informal networks in organizations are very important in career advancement, and the networks usually ostracize women, especially in male-dominated sectors such as logistics (Parisse, 2025). These are informal bodies through which decision-making circles, mentorship, and career sponsorship are available and therefore vital in promotion. Nevertheless, due to the fact that most of these networks are male-dominated, women do not get access to these important opportunities, hence remaining concentrated in the lower-end jobs. Furthermore, the logistic ladder of promotion is often hard and hierarchical, thus making it hard to allow women to advance to higher management levels. Consequently, this makes occupational segregation along gender lines self-perpetuating, as women cannot get jobs that enable them to grow in their careers, increase their salaries, and acquire skills (Mintz & Krymkowski, 2010).

To redress the gender imbalances, most organizations in the logistics sector have implemented diversity programs in the form of targeted recruitment and mentorship schemes, as well as flexible working arrangements (Boulouta, 2013). The recruitment campaigns have been structured to attract more women to the logistics industry, and the mentorship programs are meant to accelerate women into being leaders by involving them under senior leaders. There has also been an adoption of flexible work arrangements, such as telecommuting and flexible work schedules, to allow women to be in a position to balance between work and childcare responsibilities, a factor that is considered to be a hindrance to career development. Nevertheless, though these measures have been partially effective in making women more involved in the logistics workforce, they tend not to deal with more structural problems, which perpetuate gender disparity. The mentorship programs are effective but tend to be inadequate because women are either left out when it comes to decision-making or are not given a chance to be leaders. Besides, flexible work arrangements are not always a challenge to occupational segregation, which restricts women to high-visibility and career-building jobs. These interventions do not offer a systemic approach to internal

mobility that may help in diversifying women into different logistics functions.

Special barriers to women in logistics are also present and aggravate their mobility in their careers and general job satisfaction. A work-life fit is one of the most outstanding problems because most jobs in the logistics industry demand odd schedules, shifts during the weekend, and extended working hours, which may interfere with women taking care of their children. This complicates the ability of women to stay in highly demanded jobs and places them in jobs that have less scheduling uncertainty but fewer possibilities of career growth. Besides the work-life balance problem, harassment and discrimination are two dominant factors in a male-dominated logistics setting, and it only adds further demotivation to women who want to get promotions or become leaders. Lack of mentorship to women can also turn them back, as they tend to fail in accessing the support and guidance that are critical in the development of a career. Lastly, the discriminative division of labor is one of the obstacles that prevents women from being exposed to high-impact positions in logistics. Women are treated with less demanding jobs or duties that are considered supportive, as opposed to being offered a chance to assume a leadership position or more demanding jobs.

Research Gap

Although current literature has pointed out issues and problems women encounter in the logistics sector, there is an evident gap in research literature with regard to the practical and systemic solutions that would help to minimize gender-based job segregation. Current diversity programs like mentorship and flexible working policies fail to deal with the problem of internal mobility and career diversification in a holistic manner. Also, studies are more likely to concentrate on the effects of gender segregation, like recruitment and retention, and not on the structural processes that would facilitate women to experience career growth and skill enhancement in the long term.

Inference

Current literature is about diversity and mobility in logistics, but it does not present a tangible, detailed framework that will deal with the issue of occupational segregation with the aid of systemic internal mobility. Namely, the implementation of job rotation and other internal mobility strategies that apply to the logistics profession in a systematic way to minimize segregation and diversify the professional path of women and advance gender equity in the field is a gap. The purpose of this paper is to address this gap by suggesting practical plans of action and models of providing more inclusive career advancement opportunities in logistics.

III. CURRENT STRATEGIES AND BEST PRACTICES

Over the past few years, internal mobility and job rotation programs have been implemented in various sectors in an effort by various companies to diversify their workforce,

which includes women in logistics. Job rotation, especially, has been shown to be a very viable approach to the issue of occupational segregation along the gender lines through exposing the employees to a variety of other jobs in the organization. Not only does this contribute to a better developed and flexible workforce, but it also gives people the opportunity to venture into new career opportunities, eliminating gender disparities in high-impact jobs. An example of the best practices is the use of a job rotation program by such companies as XPO Logistics, which offers employees practical experience in various areas of logistics operations, such as warehousing, logistics fleet management, and route planning. This has especially been an effective program of encouraging diversity by ensuring that women have a chance to receive experience working in the areas that are generally male-oriented. The job rotation in XPO

Logistics has been found to increase the level of career advancement and satisfaction in the women working in the company, as a result of the increased skill set, and the company has also seen reduced turnover rates. Another case is that of DHL, where the internal mobility strategy has been tailored in such a way that women get a chance to alternate between international operations and regional-level management and leadership development. Through focused training and leadership programs, DHL has assisted in improving the number of women in senior managerial positions, where they were previously underrepresented. The confidence and satisfaction of the women in their careers have also been on the rise through these programs, resulting in improved retention rates of the women in their positions of leadership.

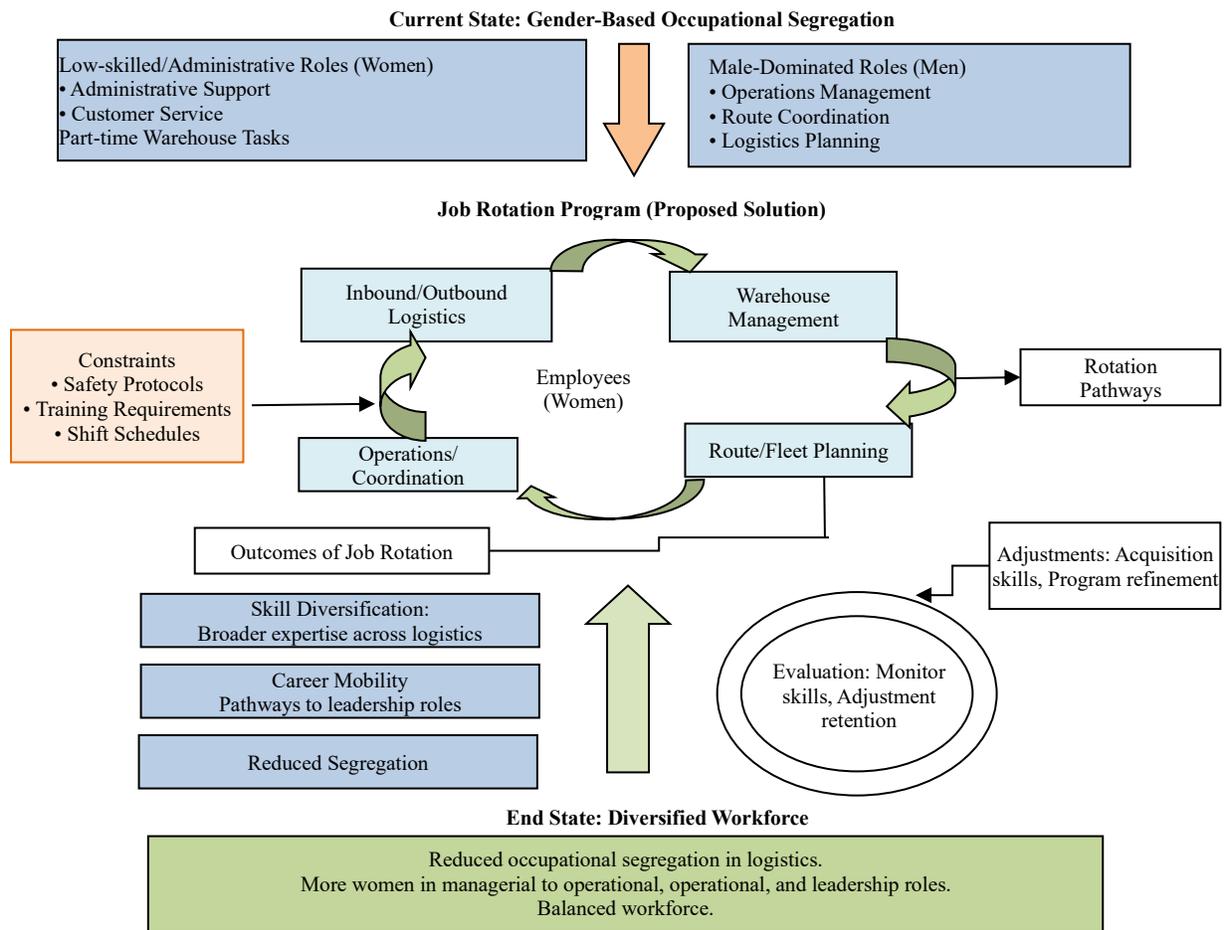


Fig. 1 Conceptual Model for Gender Equality in Logistics Through Job Rotation

The job rotation program, as shown in Fig 1, is made up of role clusters whose pathways take women through different functions of logistics to enable them acquire diverse skills and limit the problem of occupational segregation by gender.

Case Studies

As it is observed in TABLE I, some of the organizations and regions have been able to implement job rotation, specific training, and leadership development programs to deal with occupational segregation of women in the logistics sector

based on gender. A good example is UPS, which has unveiled a Women in Leadership program, which is an initiative intended to support the professional development of women in UPS. The program will involve job rotation among various activities in logistics, which include operations management, fleet coordination, and supply chain planning. The women involved in this initiative receive organized career ladders, mentorship, and cross-training, which ensure that they have the knowledge and exposure to assume the leadership positions. Consequently, the number of women who are being

promoted to senior positions within the company has been on the rise, and there has been positive gender balance within the logistics functions.

A third case is the Pathways Program of Amazon, which is aimed at developing operations managers who later get into senior leadership roles within the company. Under this program, Amazon has been in a position to bring more women to its leadership positions because it provides them with job rotation opportunities in different departments, including inventory management, human resources, and logistics planning. According to the program, the increased number of women in leadership roles is a measure of success in addition to the improved operational efficiency because of

the array of different perspectives of a more inclusive workforce.

Moreover, some parts of the world, such as Northern Europe, have implemented national policies to deal with female segregation in logistics. As an example, workplace gender equality policies of the European Union have inspired logistics companies in some countries, such as Sweden and Finland, to implement gender-neutral workplace training and mobility schemes in which women have equal career progression opportunities. The programs have seen more women take part in all the fields of logistics, including operational positions and top management.

TABLE I CASE STUDIES OF JOB ROTATION PROGRAMS IN LOGISTICS

Company	Program	Roles Covered	Outcomes
XPO Logistics	Job Rotation Initiative	Warehouse, fleet management, route planning	Increased female representation, improved retention
DHL	Leadership Pathways Program	Global operations, regional management	20% rise in women in leadership, career progression
UPS	Women in Leadership Initiative	Operations, fleet coordination	More women promoted to senior roles, reduced turnover
Amazon	Pathways Program	Inventory management, logistics operations	Increased leadership roles for women, operational efficiency
EU (Northern Europe)	Gender Equality Programs	Logistics management, fleet coordination	Increased gender diversity in senior management roles

Summary of Best Practices

Job rotation schemes and specific leadership development programs have been found to be a successful approach to minimizing gender-based occupational segregation in logistics, as the case studies and real-life examples have revealed. Not only do companies that apply these practices encourage gender diversity, but they also increase employee satisfaction, retention, and overall performance of the company. The success of such programs depends on a number of factors. To start with, career mobility should be given equal chances in all positions, where both men and women can be offered leadership and working positions. The provision of mentorship and leadership development programs is also another critical aspect because they facilitate the development of women in the organization to enable them rise to senior positions. Moreover, work policies that promote gender-neutrality and work-life balance are necessary because both men and women have the opportunity to balance their work and personal life and go through it more smoothly. Finally, the promotion channels should be transparent and be able to be promoted by any employee, irrespective of gender, as this will help to reduce the obstacles to career advancement and also create a more inclusive workplace. All these measures can lead to a more diverse and equal logistics workforce that will bring success to organizations in the long run.

IV. RECOMMENDATIONS FOR MITIGATING GENDER-BASED OCCUPATIONAL SEGREGATION

In order to overcome the occupational segregation in logistics along gender lines, logistics companies ought to bear in mind a number of implementable strategies. To begin with, they are supposed to establish organized internal mobility and job rotation schemes. Such programs will be able to make sure that women have access to a large range of positions within various logistics processes, including fleet management, operations planning, and inventory control. The programs can empower women by offering them a chance to work in other fields that are traditionally male-dominated, increasing skills and mobility, and organizational visibility, thus reducing segregation in more impactful positions in the company. Besides job rotation, the companies should make high-visibility positions equally available. Women are supposed to be accorded equal opportunities to take part in leadership-oriented activities, strategic projects, and decisions as well. This exposure not only improves their career growth but also improves their promotional chances. The high-visibility positions assist in ensuring that women get rewarded because of their contributions, and this dismantles the barrier to leadership positions and enables them to have the experience they need to be promoted. Mentorship and sponsorship programs should also be encouraged as another important recommendation. These are programs that match women with top-level executives who can mentor them on their career development process and represent them in the organization. Especially when advocacy and promotion of women in their careers rise to sponsorship programs, the bias of the recognized leadership

choice is overcome, and companies will be able to provide more inclusion and help women develop their careers in the long term by sustaining such mentorship and sponsorship possibilities.

The logistics companies also need to structure work roles so that they can be balanced regarding work and life. Since most jobs in logistics involve odd hours of work or physically strenuous work, it is necessary to provide flexible working hours, part-time management roles, and family management policies. These adaptations have enabled women to maintain their satisfying careers even as they take care of their homes. Offering such alternatives assists in retaining females in the labor force and helps create a more inclusive and equitable atmosphere. In addition, occupational segregation should be monitored and minimized based on data-driven means. Data analytics can be applied to help companies gauge the gender balance within positions on a regular basis, track their career advancement, and pinpoint any areas of ongoing segregation. On the basis of this information, organizations will be able to proactively adopt gender equality, including restructuring role assignments and implementing gender-specific career advancement programs. Lastly, it is essential to enhance safety and infrastructure that helps women occupy traditionally male jobs. Gender inclusive facilities, the provision of proper working gear, and the establishment of a working culture that is friendly to women working in the industry and leadership positions should be of paramount importance to logistics companies. This also entails making sure that women are safe and honored in any position without discrimination or harassment. The establishment of a more accommodating and friendly working environment would empower women to participate in all logistics operations wholeheartedly, and this would result in their greater participation in high-impact positions.

Policy Implications

There are a number of policy changes and industry-wide efforts required to facilitate gender equity in the logistics industry. It is necessary to implement the standards of gender equality among employers in the sphere of logistics and ask companies to monitor the proportion of gender representation, equality of access to managerial positions, and introduce such initiatives as job rotation and mentorship programs. These standards may be implemented by means of annual reporting, auditing, and keeping companies responsible. The governments can also contribute to diversity incentives, such as providing tax exemptions or grants to those companies that have internal mobility, women's leadership development, and gender sensitization training.

On top of that, national workforce development programs must be introduced to assist women in the logistics sector with emphasis on leadership, educational scholarship, and the establishment of alliances between logistics companies and education institutions to enhance career advancement. Another legislation would be for policymakers to implement safety and welfare laws, which are framed to meet the needs of females in the logistics sector, addressing their physically

demanding jobs, including gender-specific safety regulations, provisions of childcare, and anti-harassment policies. Finally, collaborating with industries and partnerships with various nations is pivotal to provide gender parity standards in the area of recruitment, training, and leadership development, and create sector-wide transformation through joint efforts and uniform policy.

All of these policy changes and programs will help advance the notion of gender equity in the logistics industry and assist in building a more diverse, inclusive, and resilient labor force.

V. CONCLUSION & FUTURE WORK

Occupational segregation by gender has been a significant problem in the logistics sector, with women being generally held to low-skill, part-time, or administrative positions, whereas the high-impact operational and management roles are largely held by men. This division curtails the career advancement of women, their inability to develop skills, and organizational performance. Research discussion shows that although there are a number of diversity programs, they do not usually address structural issues that uphold gender segregation. There is a greater role for a more systematic way through the introduction of job rotation programs and by offering equal opportunities to leadership positions; a systemic strategy will help in breaking these chains, and women in logistics can enjoy equal career mobility.

The next step to be undertaken in future studies is to assess the long-term benefits of a job rotation program on women advancing their careers in logistics, such as skill acquisition, career advancement, and leadership development. Research might also be conducted into how leadership can promote a more inclusive workplace culture, and how leaders can make gender equity efforts successful. Moreover, the studies may explore the role of data-driven methods in the process of tracking and mitigating occupational segregation in order to develop more useful tools that could be utilized by the organizations to maintain fair and inclusive practices within the workforce. A more open-minded approach to logistics is a necessary factor towards developing a diverse and resilient workforce. Gender segregation will be reduced not only to improve career opportunities for women, but also organizational growth and innovation. The logistics sector will be particularly beneficial in the incorporation of different views across all levels, and the gender equity will provide the necessary environment to allow all employees, irrespective of their sex, to flourish. Not only is this change required in social justice, but it is also essential to the long-term success and competitiveness of logistics organizations.

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