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PERCEPTION OF GENDER DISCRIMINATION IN HRM PRACTICES AND OCCUPATIONAL TURNOVER INTENTION OF WOMEN IN STEM OCCUPATIONS: EVIDENCE FROM TURKEY, JORDAN AND USA

(DOKTORA TEZİ)

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Tezin Türkçe Başlığı

İK Uygulamalarında Cinsiyet Ayrımcılığı Algısı ve STEM Mesleklerindeki Kadınların Mesleği Bırakma Niyeti: Türkiye, Ürdün ve ABD'den Bulgular

Özet

Kadınların bilim, teknoloji, mühendislik ve matematik (STEM) alanlarında akademik ve profesyonel olarak kaydettikleri ilerlemeye rağmen, STEM işgücündeki cinsiyet farkı hala devam etmektedir. Bu cinsiyet farkının oluşmasına katkı sağlayan sebeplerden birisi de kadınların işyerinde maruz kaldıkları ayrımcı uygulamalar ve bu uygulamalar nedeniyle bu alanlardan uzaklaşmalarıdır. İşyerinde cinsiyet ayrımcılığının, bireysel, örgütsel ve ulusal düzeyde incelenebilecek birçok boyutu ve nedeni bulunmaktadır. Örgütsel düzeyde bakıldığında, kadınlara yönelik ayrımcılık, büyük ölçüde, çeşitli olumsuz sonuçlara yol açan ve kadınları işlerinden ya da tüm kariyerlerinden ayrılmaya sevk eden insan kaynakları yönetimi (İKY) uygulamalarıyla ortaya çıkmaktadır. Diğer bir deyişle kadın çalışanların İK uygulamaları üzerinden algıladıkları bir ayrımcılık, bir çok işletme için günlük pratikte sık rastlanan bir olgudur. Öte yandan kadınlara yönelik ayrımcılağ ilişkin algı, kültürden kültüre de değişkenlik göstermektedir. Farklı ulusal kültürel kabuller ve kodların, kadınların hangi davranışı veya uygulamayı ayrımcı olarak algıladığını belirleyeceğini beklemek mümkündür. Bu çalışmada ilk olarak, kadınların İKY uygulamalarında algıladıkları cinsiyet ayrımcılığı ile işten ayrılma niyetleri arasında bir ilişki olup olmadığı sorusuna cevap aranmaktadır. Çalışmanın ikinci sorusu ise, algılanan ayrımcılık düzeyinin, ve bu algı ile meslekten ayrılma niyeti arasındak ilişkinin, farklı ulusal kültürel alanlarda değişkenlik gösterip göstermediğidir. Bu çalışmada, kadınların algıladıkları ayrımcı uygulamalar ile işten (meslekten) ayrılma niyetleri arasındaki ilişki sosyal bilişsel kariyer teorisi (SCCT) çerçevesinde tartışılmış ve araştırılmıştır. SCCT'ye göre, yukarıda belirtilen ilişki, kadınların öz-yeterliliklerine ve

işyerinde cinsiyet ayrımcılığı engelini aşma yeteneklerine ilişkin inançlarından da etkilenebilir. Buradan, raştırmanın üçüncü sorunsalı, SCCT'nin temel kavramlarından biri olan genelleştirilmiş öz-yeterliğin yukarıda temel alınan iki değişken arasındaki ilişkide nasıl bir rol oynadığı ile ilgilidir. Söz konusu rolün niteliği ve kültürel bağlamlara göre değişkenliği tespit edilmeye çalışılmıştır. Cinsiyet ayrımcılığı, kariyer gelişimi ve ulusal kültür literatürü tarafından yönlendirilen bu çalışma, üç ülkeden (ABD, Türkiye, Ürdün) STEM mesleklerinde kadınları hedefleyen bir araştırma tasarımına sahiptir. Araştırma sorularını esas alarak oluşturulan model, nicel yöntem kullanılarak ve üç ülke arasında karşılaştırma imkanı verecek biçimde test edilmiştir. Sonuçlar, cinsiyet ayrımcılığı ve genelleştirilmiş öz yeterlik algılarının farklı kültürel gruplar arasında önemli ölçüde farklılık gösterdiğini ortaya koymaktadır.. Cinsiyet ayrımcılığı, işten ayrılma niyeti üzerinde anlamlı bir pozitif etkiye sahipken genelleştirilmiş öz-yeterlik, yalnızca ABD örneğinde cinsiyet ayrımcılığı algısı ile işten ayrılma niyeti arasındaki ilişki üzerinde anlamlı bir düzenleyici etkiye sahiptir. Bu çalışma, STEM mesleklerinde cinsiyet ayrımcılığı olgusu ve sonuçlarına kültürler arası bir bakış açısı ekleyerek araştırma alanına katkıda bulunmaktadır. Öte yandan araştırmanın bulguları, İKY uygulamalarının sonuçları, kadınlara yönelik ayrımcı uygulamaların yarattığı etkiler ve bunların kültürler arasında nasıl farklılaştığını karşılaştırmalı olarak açıklamak açısından önem taşımaktadır. Araştırma, özellikle çok uluslu şirketlerin İK uygulamalarının anlaşılması ve geliştirilmesi ve SCCT'nin işyeri koşullarında uygulanabilirliği açısından hem teorik hem de pratik literatüre katkı sağlayacak sonuçları ortaya koymaktadır.

Anahtar kelimeler: Cinsiyet Ayrımcılığı, Kariyer Gelişimi, Kariyer Bırakma Niyeti, İnsan Kaynakları, Öz Yeterlilik, Kültür

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Perception of Gender Discrimination In HRM Practices and Occupational Turnover Intention of Women in STEM Occupations: Evidence From Turkey, Jordan And USA

(abstract)

Women made significant progress in science, technology, engineering and mathematics (STEM) fields. However, the gender gap in STEM workforce still exists. One reason that contributes to the formation of this gap is the withdrawal of women from these fields due to the discriminatory practices they are exposed to in the workplace. Gender discrimination in the workplace has many dimensions and reasons that can be examined at the individual, organizational and national levels. At the organizational level, discrimination against women occurs to a large extent through human resource management (HRM) practices that lead to various negative consequences and encourage women to leave their entire careers . In other words, discrimination perceived by female employees through HR practices is a common phenomenon in daily practice for many businesses. On the other hand, the perception of discrimination against women varies from culture to culture. It is possible to expect that different national cultural acceptances and codes will determine what behavior or practice women perceive as discriminatory. In this study, firstly, an answer is sought to the question of whether there is a relationship between the gender discrimination in HRM practices perceived by women and their occupational turnover intention. The second question of the study is whether that perceived level of discrimination and the relationship between this perception and intention to leave a career vary across different cultural contexts. In this study, the interaction between women's perceived gender discrimination in HRM practices and their occupational turnover

intention was discussed and investigated within the framework of social cognitive career theory (SCCT). According to the SCCT, the aforementioned relationship may also be affected by women's beliefs about their self-efficacy and ability to overcome barriers in the workplace. Hence, the third problem of this study is about how general self-efficacy, one of the basic concepts of SCCT, plays a role in the relationship between the two core variables. Guided by career development, gender discrimination and national culture literature, this study uses quantitative analysis, drawing on comparable questionnaires targeting women in STEM occupations from three counties (USA, Turkey, Jordan). Results revealed that gender discrimination has a significant positive impact on occupational turnover intention in all samples except in Jordan, while general self-efficacy has a significant moderating effect in this relationship only in the US sample.

Further, perceptions of gender discrimination and the impact size of perceived gender discrimination on occupational turnover intention significantly differ among different cultural groups. This study contributes to the research field by adding a cross-cultural perspective to the phenomenon and consequences of gender discrimination in STEM professions. On the other hand, research findings are important in explaining the results of HRM practices, the effects of discriminatory practices against women, and how these effects differ between cultures. The study reveals results that will contribute to both theoretical and practical literature, especially in terms of understanding and improving the HR practices of multinational companies and the applicability of SCCT in workplace conditions.

Keywords: Gender Discrimination, Career Development, Turnover Intention, Human resources, Self-Efficacy, Culture

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List of Abbreviations

Abbreviations	Concept
STEM	Science, Technology, Engineering, Mathematics
GD	Gender Discrimination in HRM practices
OTI	Occupational Turnover Intention
GSE	Generalized Self-Efficacy
HRM	Human Resource Management
USA	United State of America
IDTGIT	Individual Differences of Gender and IT
SCCT	Social Cognitive Career Theory
SCT	Social Cognitive Theory
CFA	Confirmatory factor Analysis
EFA	Explanatory factor Analysis

1. INTRODUCTION

1.1. Background of The Study

Women made substantial advancements in science, technology, engineering and mathematics (STEM) fields. However, the gender gap in STEM workforce is still present, and women are still underrepresented in STEM fields. There has been a considerable amount of research regarding the STEM education challenges that keep girls from pursuing STEM degrees (cf. Blackburn, 2017). according to previous literature, there is a "leaky pipeline" in STEM education and workforce, with fewer women entering and subsequently departing at a higher rate than men (Blickenstaff, 2005; Cannady et al., 2014; Chesler et al., 2010; J. Wu, 2020). However, little is known about why women consider leaving STEM occupations in career life stage. Gender discrimination in the workplace contributes to creating a stressful environment (Gyllensten & Palmer, 2005), pushing women to reconsider their career choices and contemplate leaving their career field where unwelcome discrimination is prevalent.

Even though gender discrimination is a pervasive global phenomenon that creates a barrier for all women in the workplace (G. Kim et al., 2020), the situation is particularly difficult for those who work in STEM fields (Swafford & Anderson, 2020). To a large extent, workplace gender discrimination is related to institutional policies and human resource management practices, where discrimination occurs when decisions about recruitment (González et al., 2019; Moss-Racusin et al., 2012), evaluation (Dasgupta & Stout, 2014; Moss-Racusin et al., 2012; Wenneras & Wold, 1997), promotions (Hewlett et al., 2008; McKinsey and Lean, 2020), compensation (F. Blau & Kahn, 2017; Funk & Parker, 2018; Milkman et al., 2015; Reuben et al., 2014) and other HRM functions are based on employees' gender rather than on their productivity, performance or qualification. These functions are at the core of HRM practices. However, existing research is heterogeneous and fragmented regarding what forms of discrimination are involved and the nature of HR practices in which discrimination may occur. Therefore, this study seeks to provide a more comprehensive

perspective regarding the discriminatory practices and the results that human resource management functions may cause in organizations where women work.

Furthermore, gender discrimination has various negative consequences on career outcomes (Parker & Funk, 2017), one of those most critical outcomes arises in the form of occupational turnover intention (Triana et al., 2019), the withdrawal of women from business life, especially due to discrimination, is a critical phenomenon that causes significant losses at the individual, business, and social levels (Cowgill et al., 2020; Triana et al., 2019). Hence, it's crucial to look at the nature of the relationship and the impact that women's perceptions of gender discrimination have on their choice to leave STEM careers. However, the majority of previous research dealt with women's turnover intention as the intention to leave their current job or organization but not to leave the career field entirely. The fact that a woman leaves a job or an organization to move to another organization in the same professional field may not help explain the underrepresentation of women in this field. Therefore, this study provides a different view of the impact of women's perceptions of gender discrimination in human resource management practices on their intention to leave STEM careers entirely, which we refer to as occupational turnover intention (OTI).

Furthermore, different cultures have different perspectives on how discrimination against women is perceived. It is reasonable to assume that various cultural norms and acceptances may determine what behaviors or practices women regard as discriminatory or not. Cultural beliefs may promote gender bias in societal and economic life due to prevailing stereotypes and individuals' beliefs about gender roles (Hofstede, 1980; Obeidat et al., 2016). Previous studies provide evidence that workplace gender discrimination is more acceptable and met with more tolerance in some cultural contexts than in others (Shaffer et al., 2000; Triana et al., 2019). Therefore, the impact of gender discrimination on career outcomes and OTI, in particular, maybe more related to specific cultural contexts than others. Hence, another primary objective of this study is to investigate the potential differences in the relationship between GD and OTI within different cultural contexts.

Differences in cultural contexts related to values, norms, and beliefs may lead to differences in women's perception of gender barriers in the workplace and the way they react

to these barriers, for a clearer understanding of the cultural context and how it is related to the women's perceptions of gender discrimination within the work environment. In order to explore how women's perceptions of gender discrimination and attitudes toward it differ across cultures, we build on Hofstede's cultural dimensions theory to identify the similarities and differences between USA, Turkey, and Jordan cultural comparison. Thus, this study adds to the cross-cultural literature by including results from three geographical regions which are diverse in socio-cultural attributes, population, economy, and language. From a cross-cultural perspective, such knowledge could help to identify where the effects of GD on career outcomes are more relevant.

Additionally, although HRM discriminatory practices are hardly surmountable barriers for all women, some women have the ability to overcome these obstacles and continue in their professional life, and others may be pushed to exit their current careers. People's behaviors and attitudes toward career barriers may be influenced by their perception of general self-efficacy (GSE), which reflects their ability to overcome and cope with such challenging situations (Lent et al., 2000; Lindley, 2005). Thus, another objective of this study is to address the relationship between gender discrimination in HRM practices and occupational turnover intention with considering the role of perceived self-efficacy for women in STEM occupations.

For investigating the interaction between the three main axles of this study (perception of gender discrimination in HRM practices (GD), occupational turnover intention (OTI) and perception of general self-efficacy (GSE)), we relied on the social cognitive career theory SCCT as the theoretical base of this study (Lent et al., 2000). SCCT has been widely used to understand academic interests, choices, and initial career goals (Lent et al., 1994). However, few studies have tested SCCT in the context of employees' work life. This study uses social cognitive career theory SCCT as a theoretical basis in building a model and formulating hypotheses to investigate the workplace context, which considers an added contribution to extending the applicability and explanatory power of this theory.

To summarize, we use social cognitive career theory to examine the impact of women's perception of GD and their intention to leave STEM occupations in different

cultural contexts. The study also looks at the moderating effect of GSE in this relationship. The study is driven by the literature on culture, gender and career development. The study targets women working in STEM occupations from three countries reflecting distinct cultural contexts: The united states, Jordan and Turkey. This study adds to the field of research by enriching the applicability of SCCT theory in the context of the workplace as well as bridging the gap in the literature and providing a multicultural perspective on the consequences of gender discrimination in STEM workforce

1.2. Problem Statement and Questions of The Study

Women worldwide have made progress in their qualifications and activity rate (Dabla-Norris & Kochhar, 2019) which positively affects women's representation in the labor market and economic participation (Lundberg & Stearns, 2019), especially in STEM fields. STEM careers have become among the most sought-after professions nowadays (Madgavkar et al., 2019), as the global economy is in high demand for engineering and technology skills to keep pace with the rapid economic development (Lund et al., 2019). However, the percentage of women working in STEM does not exceed 28% (World Economic Forum Report, 2019), as women consisted approximately 29.3% of the scientific research and development workforce in 2016 (UNESCO, 2019), and the gender disparity in these fields is still present.

One factor contributing to women's underrepresentation in STEM fields is the withdrawal of women from these occupations (Casad et al., 2021; Weber, 2018), as cited by Singh and his colleagues (2013), the Society of Women Engineers (2007) reported that half of women who are trained to be engineers leave the field after a while comparing to only 10% of men do. In addition, 50% of women working in STEM fields left their jobs compared to 20% of women working in non-STEM fields such as law, financial operations, nursing, and management (Sassler et al., 2017), this forms a big concern for human resource managers and policymakers in organizations. Therefore, it is important to investigate why women are considering leaving STEM careers.

Women in STEM professions face gender discrimination more than those in non-STEM professions (Chesler et al., 2010; Weber, 2018), including vertical and horizontal bias

and occupational segregation before and during employment (Kong et al., 2020). Manifestations of this discrimination include lower wages, fewer opportunities for promotion, and access to decision-making positions when compared to their male counterparts (Channar et al., 2011; Parker & Funk, 2017), the various forms of discrimination related to human resource management practices act as a barrier to women's professional development, leading them to consider leaving STEM occupations. However, it is unknown to what extent women's perception of gender discrimination in human resource management practices affects their occupational turnover intention.

In Addition, some external environmental factors contribute to creating differences in individuals' perceptions about surrounding challenges in the workplace (Mergan, 2018). Several studies have found that people from different cultures variance perceptions of gender discrimination and different behaviors and tolerance levels toward this discrimination (Mishra & Stair, 2019). Accordingly, one can assume that the perception of gender discrimination may differ between women across different cultural contexts, and the level of reaction to this perception may also differ across cultures. Some women may consider leaving their occupation more than others, depending on their perception of the level of discrimination they are exposed to in the workplace.

In addition, individuals' responses to the barriers in the surrounded environment and their beliefs about their ability to cope with them may differ from one individual to another, and this difference may be due to internal individual factors such as the individual's self-efficacy and his/her ability to overcome barriers or adapt to them (Bandura, 1994), level of self-efficacy may lessen the negative impact of these barriers on individuals' attitudes and behaviors (Lent et al., 2000; Lindley, 2005). Self-efficacy, or a person's belief in their ability to perform successfully in a challenging situation, has a big impact on their motivation and persistence (Bandura, 1994). Individuals who have confidence in their ability to cope with barriers are more inclined to pursue it and are less likely to quit despite the difficulties. Also, people with low self-efficacy or negative beliefs about their self-efficacy are more likely to give up or change goals to consist with their self-efficacy perceptions (Bandura & Locke, 2003). therefore, this study contributes to a better understanding of the function of self-

efficacy as a moderator in the relationship between gender discrimination (barrier) and occupational turnover intention (choice) in STEM workplace.

Moreover, people's beliefs about self-related traits such as self-efficacy are linked to their relationships and position within the social groups to which they belong (Hofstede, 1980; Schaubroeck et al., 2000), for example, in societies in which women are considered to be less competent than men or not qualified for work in male-dominated professions such as engineering fields; women's beliefs about ability to perform and cope with challenges in engineering field may negatively be influenced as a result of the general perceptions and prevailing stereotypes. Accordingly, we believe that identifying the differences in self-efficacy beliefs between women from different cultures may be useful in explaining the variance in the impact of perceived gender discrimination on OTI in STEM occupations.

Based on the previous discussion, we developed the following study questions:

1. Does women's perception of gender discrimination in human resource management practices have a significant impact on their occupational turnover intention in STEM careers?
2. Does women's perception of self-efficacy have a moderating role in the previous relationship?
3. Does women's perception of gender discrimination in human resource management practices differ according to the cultural context?
4. Does women's perception of gender self-efficacy differ according to the cultural context?
5. Based on the third and fourth questions, How does the impact size of women's perception of gender discrimination in human resource management practices on occupational turnover intention differ among different cultural contexts?

1.3. Purpose of the Study

The study aims at investigating perception of gender discrimination in HRM and its impact on occupational turnover intention of women in STEM careers in different cultural

contexts. The study identifies the following objectives to be met in order to attain the main study aim

1. Exploring the level of Gender discrimination perceived by women in STEM occupations from USA, Turkey and Jordan.
2. Investigating whether perceptions of GD have a significant negative impact on occupational turnover intention of women working in STEM occupations in USA, Turkey, and Jordan.
3. Determining the moderating role of self-efficacy on the relationship between perception of GD and OTI of women in STEM careers.
4. Investigating whether women's perceptions of GD barriers and their self-efficacy to overcome these barriers differ among different cultural contexts.
5. Investigating whether the impact magnitude of perceived GD on women's intention to leave a STEM career also differs among different cultural contexts.
6. Suggesting theoretical and practical implications to decision-makers and researchers based on the findings of this research.

1.4. Significance of the Study

This study adds to both the theoretical and empirical literature dealing with career development, workplace gender discrimination and women's Turnover intention in STEM occupations.

On the theoretical side, the study contributed to the expansion of the use of SCCT in two important scopes: first, workplace scope, where the theory was widely used in investigating the initial stages of career development, such as the student's career choice in the academic stage or career change after their graduation, but our study adds to the very little literature that used this theory to address issues of career development in advanced stages of the workplace such as employees' turnover intention and career withdrawal.

Second, this study also added to the cross-cultural scope, as most of the previous studies that used the theory and dealt with individual differences in the social, environmental, and ethnic backgrounds were applied in one or close geographical areas (such as comparing

differences in the professional choice decision for a group of white and black skin students in USA), while this study was more comprehensive in the use of the theory as it expanded the scope of the research to include geographic areas, whose population varies in ethnic origins, social and religious characteristics, and cultural values and beliefs.

In practice, This study contributes to explaining the underrepresentation of women in STEM occupations and justifying the gender gap in the labor market by shedding light on the role of gender discrimination and human resource management practices in decisions made by women during their career development whıch may push them to consider leaving their occupations.

Moreover, addressing employee turnover intentions is crucial to maintaining employee retention, this study will benefit policymakers and human resource managers in organizations in developing affirmative actions and policies regarding issues of gender discrimination resulting from human resource management practices that take into account cultural differences when addressing these concerns and attempt to lessen women's turnover ıntentıons. Addressing occupational turnover intention gives potential space for managers and decision-makers to take proactive, practical steps in avoiding related barriers and preserving qualified women in the labor market. Furthermore, considering the role of self-efficacy as a moderation variable that contributes to mitigating the negative effects of the perception of gender discrimination may give suggestions about the importance of providing training programs focused on enhancing women’s self-efficacy and their ability to overcome barriers to discrimination in the STEM workplace.

1.5. Theoretical Framework

This study examines the impact of women's perception of gender discrimination in human resource management practices on their occupational turnover intention, taking into account the role of self-efficacy as a moderating factor in this relationship, as well as the differences in cultural backgrounds of women from the United States, Turkey, and Jordan.

Considering leaving a career is a significant decision during career development process. Career decisions are the core of social cognitive career theory SCCT by (Lent et al., 1994). SCCT is based on Bandura's social cognitive theory (SCT), which shows social

learning as a key to personality development (Brown & Lent, 1996). The theory considers a set of multiple individual and environmental factors in career development process. Lent and his colleagues (1994) developed a model that can be applied to academic and non-academic career goals. This is where this theory is distinguished from other socio-cognitive theories (cf. Bandura, 1991, 1994; Super, 1953, 1980). The theory has been expanded to include the concept of contextual supports and barriers that may facilitate or hinder career choices and decisions (Lent et al., 2000). Lent and his colleagues (2000) recommended further research to understand how specific types of support and barriers, rather than overall environmental factors, related to career choices and decisions;

As shown in Figure 1.1, the essence of the theory explains how individual variables (e.g., self-efficacy) interact with background environmental variables to influence career goals and actions. Self-efficacy is a self-referential and environmental variable (Juárez & Contreras, 2011), where people with high self-efficacy might have more cope abilities to barriers compared to those with low self-efficacy. Schwarzer and Matthias (1995) interpret Self-efficacy with a more comprehensive scope under the title of general self-efficacy (GSE). GSE represents the belief in one's competence to cope with a broad range of stressful or challenging situations, which in turn drives individuals' beliefs about their commitment propensities, satisfaction, choices, and career decisions (Schwarzer & Matthias, 1995). Hence, in this study, we used the GSE term and scale developed by Schwarzer and Matthias (1995) to measure to which extent women in STEM occupations believe in their efficacy in coping with challenging barriers such as gender discrimination.

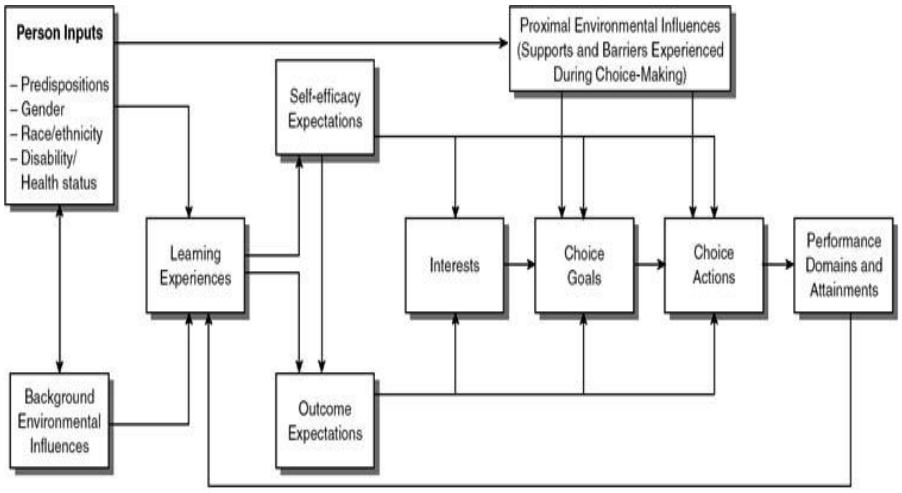

Fig 1.1. Social Cognitive Career Theory SCCT, Source: (Lent et al., 2000)

Furthermore, SCCT assumed that characteristics of human groups (such as race and ethnicity) that share the same cultural values are related to people's beliefs about their self-efficacy and the way they perceive barriers in career development process. From this standpoint, it is crucial to investigate how women's beliefs of self-efficacy and perceptions of gender discrimination may differ among different cultural contexts.

Cultural differences are usually analyzed using cultural dimensions theory proposed by Hofstede (1980, 2001) and Hofstede et al. (2010). Hofstede developed his original model by using the results of a global survey of employee values conducted by IBM between 1967 and 1973.

The original theory proposed four dimensions in which cultural values could be analyzed: individualism-collectivism, uncertainty avoidance, power distance, and masculinity-femininity. Independent research in Hong Kong led Hofstede to add a fifth dimension, long vs. short-term orientation, to cover aspects of values not discussed in the original model.

In 2010, Hofstede added a sixth dimension which is indulgence vs. restraint. However, the current study focuses on the first three cultural dimensions, namely: collectivism, power distance and masculinity, as the most relevant to the study field and purpose.

In this study, Hofstede's main dimensions are used to explain the variations and similarities of cultural characteristics between women from the United States, Turkey, and

Jordan. And thus to understand how the difference may exist in the perception of gender discrimination and self-efficacy beliefs.

The next chapter, a review of the literature, covers additional details about the main concepts in this study and the nature of the relationship between them while providing additional evidence from previous research related to study variables.

Based on the previous discussion, the following theoretical framework has been developed to clarify the nature and direction of the relationships between the study variables and make the research framework simpler and more understandable. Figure 1.2 represents the Conceptual Framework of the Study.

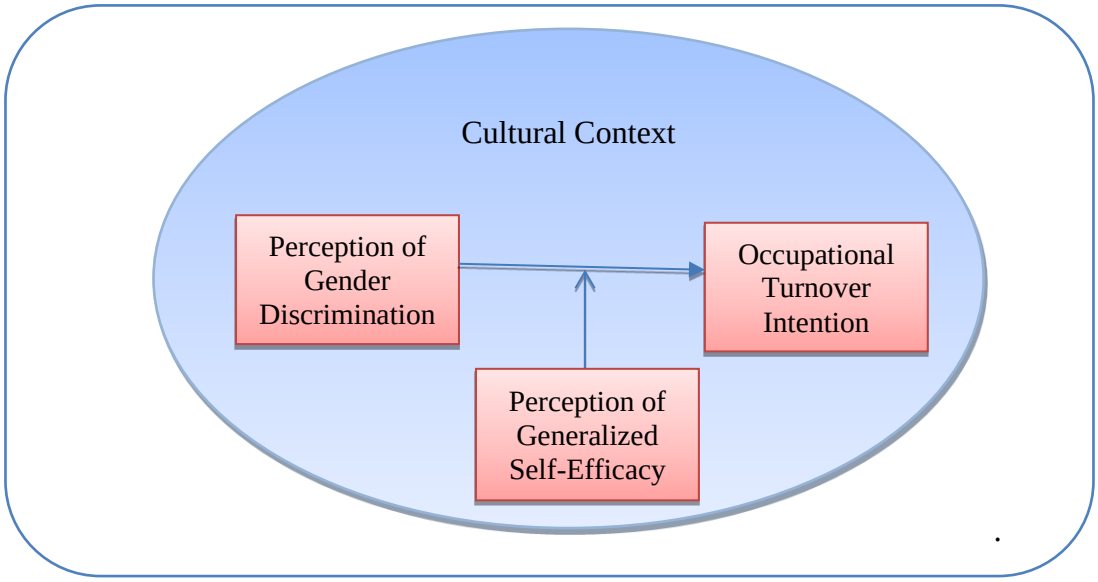

Figure 1.2. Theoretical framework of the study.

1.6. Summary of Study Hypotheses

In order to meet the purpose and objectives of the study, the following hypotheses have been proposed:

Hypothesis 1: Perception of gender discrimination in HRM practices has a significant positive impact on the occupational turnover intention of women in STEM occupations.

Hypothesis 2: Perception of general self-efficacy moderates the relationship between perceived gender discrimination and turnover intention of women in STEM occupations; this

means that women with high self-efficacy will be less likely to leave their careers when there is gender discrimination, and women with low self-efficacy will be more likely to leave their careers when there is gender discrimination.

Hypothesis 3: Women's perception of gender discrimination in HRM practices differs among different cultural contexts

Hypothesis 4: Women's perception of their general self-efficacy differs among different cultural contexts.

Hypothesis 5: The size of the impact of perception of gender discrimination in HRM practices on occupational turnover intention differs among different cultural contexts for women in STEM occupations.

1.7. Methodology of The Study

To achieve the goals of the current study, a quantitative-deductive method was used to examine the research hypotheses. 441 women working in STEM occupations from the United States, Turkey, and Jordan completed an online survey with 19 questions that represented their demographics and research factors. You'll get more information in chapter three.

1.8. Definition of Key Terms

Gender Discrimination in HRM practices: The form of discrimination occurs when there is a bias in the recruitment, selection, compensation and development opportunities among job candidates or workers who are alike in all respects except their gender (Kim et al., 2019).

Occupational Turnover Intention: an individual's inclination to leave his or her occupation voluntarily and permanently (Blau, 2007).

General Self-efficacy: a dimension of personality that represents self-convictions about the individual's ability to overcome difficult tasks and problems facing him/her by directing, controlling, and planning for the behavior appropriately (Schwarzer & Matthias, 1995).

1.9. Search Strategy

The search strategy for this study going ahead with establish a literature review elements outline that guides the keywords used in search databases. Keywords included but were not restricted to Gender Discrimination, Career Development, Turnover Intention, Self-Efficacy and Culture. Most relevant resources with relevant content information were released within the last ten years. Older sources were involved in giving the reader a sense of the topic's duration and history. Sources were arranged according to the importance and sequence of content.

1.10. Structure of the Study

This study includes five chapters, the aim of each one is to communicate ideas to the reader in an easy way to comprehend how can the research objectives are achieved, what the model procedures were taken during the implementation, presents the results, discussion and recommendations as follows:

Chapter One: Introducing the topic, discussing the research problem and questions, specifying the aim and objectives, and importance of the research.

Chapter Two: Building the theoretical background and development of hypotheses to be empirically tested.

Chapter Three: Presenting the nature and the methodology of this research and highlighting the main elements of the research design, which is comprised of the adopted strategy, the research model, population and sampling design and data collection and analysis.

Chapter Four: Providing the results of hypotheses testing and presenting research findings.

Chapter Five: Providing empirical and managerial recommendations, proposed future work and the research limitations encountered through the research process.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

This chapter has been divided so that it is easier for the reader to understand the basic concepts, nature of relationships and the rationality of forming hypotheses and discovering the gap in the current research, we start by discussing the literature related to the OTI of women and then clarifying the definition, forms and Manifestations of gender discrimination in the HRM practices, then guided by previous literature we clarified the relationship between the two variables, and the role of GSE in this relationship before moving on to the concept of culture and cultural dimensions, and the criteria for cultural disparities and similarities between the three geographical regions (USA, Turkey and Jordan) under study finally explaining and developing hypotheses regarding the role of culture in the mentioned relationship

2.1.Occupational Turnover Intention and Gender Discrimination in HRM practices

2.1.1. Occupational Turnover Intention in STEM Occupations.

The concept of turnover intention has been misleading in prior literature, as the abstract intention to leave one organization and join another varies from the intention to leave one occupation entirely and join another, such as quitting engineering to work in the trade profession or even quit working and staying at home. However, we've noticed in some literature that the terms "employee turnover intention," "turnover intent," "intention to leave," and "intention to quit" are used interchangeably to describe the likelihood that an employee is considering leaving the organization or occupation, leading to a confusion of the basis for turnover and its causes. As a result, we used the occupational turnover term as a distinct conceptual phrase in this study to represent women's permanently abandoning a STEM occupation.

Turnover intention is used as the most immediate, reliable and accurate predictor of actual turnover behavior (Sun & Wang, 2017; Van der Heijden et al., 2018). OTI has been defined as an individual's inclination to leave his or her whole occupation voluntarily and permanently (Blau, 2007); similar to the actual organizational turnover of the employee, as it is preceded by intentions to leave the organization, it is expected that the actual leaving the profession will be preceded by a deliberate thought to leave the entire field (Singh et al.,

2018), and this means that the decision to leave the engineering profession, for example, is not a decision of the moment, but was preceded by prior intentions, for this reason, this study targeted women who are currently working and not those who have already left their professions. Another difference between the two concepts is that organizational turnover often causes high costs to the organization when it loses qualified employees, leaving an occupation entirely (occupational turnover) has implications for both the organization and individuals, which provide more significant insight into the consequences of underrepresentation of women in STEM (Van der Heijden et al., 2018). Therefore, this study seeks to find out whether women's perception of gender discrimination in the STEM profession can predict their intention of actual exit behavior from the profession

2.1.2. Gender Discrimination in HRM Practices: Definition and Forms

The concept of discrimination has been defined in several ways in different domains. Social phycologists define discrimination as the treatment of an individual or a specific group of people based on their class or category regardless of merit and justice in various areas of life (Dipboye & Colella, 2005). Bond and colleagues (2010) emphasized that discrimination is closely linked to stereotypes and prejudice where they defined discrimination as " the unjustifiable negative behavior towards a group or its members, where behavior is adjudged to include both actions towards, and judgments/decisions about group members " (Bond et al., 2010)

Many studies have investigated gender discrimination in the labor market (e.g., Riach & Rich, 2006, Kübler, Schmid, & Stüber, 2018, Azmat & Petrongolo, 2014). Seminal contributions have been made by Chung (2001) regarding gender discrimination in the workplace. Chung (2001) defined workplace discrimination as “unfair and negative treatment of workers or job applicants based on personal characteristics unrelated to job performance, where discrimination can be based on gender characteristics" that is the gender discrimination occurs when decisions are based on gender rather than on an individual’s qualifications or job performance (Foley et al., 2005). The International Labor Organization has considered workplace gender discrimination when people are treated differently and less favorably because of their gender, regardless of merit or job requirements (ILO, 2007). This

biased treatment in the workplace often occurs due to discriminatory practices in human resource management activities.

HR practices are an umbrella for a set of organizational activities aimed at managing, attracting, motivating and retaining employees and ensuring that they meet organizational objectives (Boselie et al., 2000), fair treatment in HR policies can enhance females' career progress, which in turn will be reflected in raising the level of performance at the individual and organizational levels and reducing the negative career outputs (Giscombe & Mattis, 2002). However, actual practice does not always lead to this result.

Women are subjected to gender discrimination in human resource management practices through two types of discrimination within the organization. Firstly, institutional discrimination, which results from the enactment of inherently biased policies related to human resources functions (Stamarski & Son Hing, 2015). For example, when the organization's policies make it difficult to accept the applications of married or mother female candidates for a specific occupation, regardless of their qualifications, skills, abilities and potential performance during the recruitment process. Second, personal discrimination occurs during the interaction between organizational decision-makers and job candidates or employees in the decision-making process related to human resources functions; that is, the process is subjected to personal bias when the leaders, supervisors, or human resources managers apply subjective judgments on others' qualifications, capabilities or deservingness (Stamarski & Son Hing, 2015).

Each type of GD may occur in any human resource activity, starting with the appointment and selection of an individual in an organization or through role assignments, training, remuneration, performance evaluations, promotion, and termination.

2.1.3. Manifestations of GD in STEM Occupations

Women have difficulty in reaching jobs in general and science, engineering, technology, and mathematics professions in particular. Several experimental studies have shown that women are less likely to be employed, and if they get a job, they get a lower salary than men with the same qualifications (Milkman et al., 2015; Reuben et al., 2014), for example, in a field study examining gender bias in employment criteria, two resumes for a

man and woman with different qualifications were sent to 1372 job offers and two other resumes with a difference in parenthood status (with or without children), a bias in favor of men is observed, the extent of bias increases when women have children (González et al., 2019). Another study shows that online ads for STEM professions target men more than women, these ads were explicitly intended to be gender-neutral in their delivery (Lambrecht & Tucker, 2019).

In another study, email requests were sent out to meet with professors in doctoral programs at the 260 top US universities. It was impossible to determine whether any particular individual in this study was experiencing discrimination since each participant saw only one of the applications from only one graduate student. The researchers found evidence of discrimination against ethnic minorities and women compared to Caucasian men (Milkman et al., 2012), these results were supported by a group of researchers who examined the progression of gender discrepancies in STEM employment and wages inequality between 2009 and 2018 at the outset of labor market entry, the results showed significant gender inequalities in STEM employment (VanHeuvelen & Quadlin, 2021)

Impediments to women's access to STEM occupations do not stem from only man’s bias against women. Women's bias against women also exists. Studies showed that it does not depend on the prejudice of the opposite gender. A study was conducted on faculty members of a science college in two universities interested in scientific development and research, where they were asked to evaluate students' applications for employment in a laboratory manager position, The study revealed various forms of hidden bias against women. Despite identical CVs, the female candidates were seen as less likely to be hired than the male candidates. Female candidates have been offered approximately 88% of the male candidate's salary. Female candidates were seen as less worthy of mentoring than the male candidate; Both male and female faculty evaluators were more inclined to select, compensate, and mentor male candidates generously; The extent of the differential evaluation was mediated by the perception of greater proficiency in male candidates. (Moss-Racusin et al., 2012),

In addition, STEM occupations are considered high-paying professions. However, women are paid less than their male coworkers (Funk & Parker, 2018). women earn 15% less than men on average in OECD countries and 20% less among higher-paid workers (OCED, 2018, 2019) the pay gap exists in all sectors, but it is wider in STEM professions, where female scientists do not receive fair compensation compared to their male counterparts (F. Blau & Kahn, 2017), in the United States, women in science and engineering jobs earn $ 20,000 less than men annually and receive approximately 79% of what men earn for the same work (NSF, 2018) when women enter traditionally male-dominated fields (perhaps to earn a higher salary), they feel disappointed by unequal compensation compared to male coworkers with the same qualification, the wage gap forces women to abandon these professions because they do not feel fair by the financial rewards systems. where previous studies have shown that financial rewards have a significant impact on young people's choice of career (Wüst & Leko Šimić, 2017).

Furthermore, Females are often considered less competent than males even if the job indicators are identical (Dasgupta & Stout, 2014). Wenneras and Wold (1997) examined scores provided by the Swedish Performance Indicators Review Committee for postdoctoral grant applicants and found that even when male and female performance indicators were identical, female indicators were assessed as less competent, which reduces their chances of getting the overall grant.

Unfair performance evaluation minimizes women's opportunities for promotion and advancement to higher job levels. McKinsey (2020) reported that men are promoted 30% more than women. Stereotypes and subjective judgment of performance evaluation committee members also play a role in the low likelihood of women's career advancement, stereotypes about women in the field of science, and the less the committee is convinced that there is implicit bias preventing women from advancing, the less likely ıs the committee will promote women (Régner et al., 2019). When it comes to promotions, women are frequently overlooked. Despite the fact that there are more women managers in female-dominated industries, a disproportionate number of men move to high positions (Coleman, 2020). The higher the position, the less likely a woman is to receive it, even if she is as qualified as or

more qualified than her male counterpart. Women who succeed in breaking through the "glass ceiling" and into decision-making positions are the exception rather than the rule (Amon, 2017).

In sum, discrimination against women in human resource management practices is the main reason for lack of access to professions, gender disparity in income, the "glass ceiling" phenomena and other discrimination magnifications that emerges in the labor market. Discrimination against women occurs not only for financial purposes but also because of stereotypes and mistaken beliefs about women's roles, abilities, commitment and leadership style. Women's perception of gender discrimination in human resource management practices may lead to multiple consequences. In this study, we focus on OTI because of its significant negative effects on both organizations and individuals

2.1.4. The Impact of Gender Discrimination in HRM Practices on Occupational Turnover Intention.

Prior research generally confirms the substantial correlation between human resource management practices and employee job-related outcomes (Boon et al., 2011; Gould-Williams & Davies, 2005). The consensus has been stated that employee perceptions of advancement opportunities, training and development, reward management and performance management practices are significant factors for predicting employee satisfaction, commitment and turnover intentions (Li et al., 2019). In this vein, researchers have addressed employees' perceptions of fairness, justice and equity in HRM practices. For example, studies show that equal access to advancement and promotion opportunities facilitated by HRM strongly and positively leads to higher job satisfaction and lower turnover intention for women in STEM careers (Dysvik & Kuvaas, 2008; Xu, 2008). Another study indicates the significant negative effects of perceived fairness of performance appraisal and promotion opportunities on nurses' quitting intention and organizational commitment (Rubel & Kee, 2015). Previous studies suggested that increasing equal career development opportunities is a good strategy for companies to lessen the negative effects of the glass ceiling and retain women's commitment and reduce turnover intention (Khuong & Chi, 2017; Nie et al., 2018). However, even the studies that surveyed women's perception of human resource practices,

most of them focused on their perception of justice, equity and fairness among employees in general and not between women and men, so it is difficult to explain the specific impact of perception of gender discrimination on women's outcomes.

One of the few seminal studies in this vein was held by, the study surveyed the perceptions of 583 working women from three geographic regions regarding gender discrimination in appraisal evaluation and advanced opportunities and job-related outcomes, the study results found that gender-based performance appraisal and promotion deservingness have a strong negative relationship with employee outcomes.

Nevertheless, the majority of previous research in this field has focused on organizational turnover rather than occupational turnover. Women's organizational turnover intention can't explain the law representation in a career field as they may leave one organization to move to another for better circumstances. Therefore, this study will provide a broader view of the impact of women's perceptions of gender discrimination in human resource management practices on their intention to leave a career entirely, especially for those who work in STEM. Based on the prior discussion, we argue that women's intent to leave a STEM career may be enhanced by their perception of gender discrimination in such a career. Accordingly, we hypothesize:

Hypothesis 1: perception of GD has a significant positive impact on the OTI of women in STEM occupations.

2.2. The Role of General Self-efficacy in Career Development Process

The concept of self-efficacy has become widespread in psychology and related fields since Albert Bandura's 1977 psychological review article titled " Self-efficacy: Towards a Unified Theory of Change in Human Behavior " (Bandura et al., 1977). hundreds of articles on many aspects have been published in journals devoted to the science of psychology, sociology, kinesiology, public health, medicine, nursing, and other fields.

Bandura (1994) defined perceived self-efficacy as "people's beliefs about their abilities to produce certain levels of performance that exert influence on events that affect their lives", that is individual's initiative and perseverance behavior depends on the individual's perception and expectations related to his behavioral skills and the extent of self-

efficacy in dealing successfully with the environmental challenges and the surrounding barriers (Bandura et al., 2001), this is what constitutes in Bandura's theory the first part of self-efficacy, while the second part of self-efficacy is the cognition of this ability when an individual is highly convinced and has the ability and sufficient knowledge to possess the competence necessary to carry out a behavior successfully that is a high self-efficacy indicator. Having a high level of self-efficacy makes facing career challenges easier and makes the behavior that the individual takes to cope with these challenges more effective (Hackett, 2015).

Self-efficacy is one of the important factors that play a major role in reducing the degree of stress and anxiety resulting from surrounding challenges and fears of failure. A high level of self-efficacy leads to a sense of self-esteem and a high level of psychological adaptation to difficulties (Bandura & Wood, 1989; Chapman & Tunmer, 2003).

Schwarzer and Matthias (1995) interpret Self-efficacy with a more comprehensive approach under the title of general self-efficacy (GSE). GSE represents the belief in one's competence to cope with a broad range of stressful or challenging situations, which in turn drives individuals' beliefs about their commitment propensities, satisfaction, choices, and career decisions (Lent et al., 2000). Schwartz (1996) stated that self-efficacy is considered a dimension of personality that represents self-convictions about the individual's ability to overcome difficult tasks and problems facing him by directing, controlling, and planning for the behavior appropriately (Schwartz et al., 1996).

Studies provide evidence that women's levels of self-efficacy may influence how well they manage negative feelings that can result from discriminatory behaviors in the workplace (Ginder, 2016). Accordingly, we argue that women's self-efficacy may have an effect on their perception of challenging situations they encounter in STEM occupations, such as gender discrimination, and thus self-efficacy may modify their decisions regarding negative career-related outputs such as turnover intention.

The impact of gender discrimination on a woman varies depending on the scenario and her personal reactions to the discrimination. Not all women will react or cope in the same manner with gender discrimination. While some people may be more confident in their ability to maintain their right to be treated equally, others may be more hesitant to do so.

According to Bandura (1994), self-efficacy beliefs are one of the essential cognitions that protect people against adverse outcomes, although other contextual or personal elements may not be enough to ensure good results as self-efficacy may be used to differentiate individuals, as high self-efficacy individuals who see new social realities as challenges, while others with low self-efficacy individuals who perceive the same events as threats, In organizational settings, negative beliefs about women's performance or efficacy may lessen their aspiration for career advancement (Dickerson & Taylor, 2000). According to Schwarzer and Matthias (1995), GSE influences people's perceptions about their commitment tendencies, fulfillment, options, and professional decisions. One study found that female engineers' positive beliefs in their competence and self-efficacy positively influence their commitment and negatively affect their turnover intentions in engineering occupation (Singh et al., 2013)

as well as their confidence in their ability to handle a wide variety of stressful situations. GSE has been found to correlate negatively with stressors and moderate the effect of these stressors on employees' outputs (Siu et al., 2007), given that gender discrimination in the workplace is one of the sources of work stressors that may cause psychological and health consequences on employees, e.g., stress (Bowen et al., 2013; Cortina & Wasti, 2005; Dowler & Arai, 2008), feelings of deprivation (Triana et al., 2019), depression (G. Kim et al., 2020), emotional exhaustion (Thoroughgood et al., 2020) and other health complaints and mental matters; One may conclude that GSE beliefs may function as a moderator the relationship between perceived gender discrimination as a threat and OTI as the negative outcome

Accordingly, the relationship between perception of gender discrimination and OTI should consider the function of the level of GSE. Women with high GSE may be less affected by the pressures of gender discrimination because they will assume that they are able to

overcome these pressures and influence the surrounding conditions. Thus, they will be less likely to leave their occupations despite the level of perceived gender discrimination. On the other hand, Women with low GSE may give up under the pressures of gender discrimination and thus be more likely to consider leaving the profession as a result of those pressures. This moderator effect implies that the perception of gender discrimination should have a more substantial negative impact on the OTI for women having low self-efficacy than its impact on women with high self-efficacy. Based on the previous discussion, we hypothesize :

Hypothesis 2: perception of GSE moderates the relationship between GD and OTI of women in STEM occupations; this means that women with high self-efficacy will be less likely to leave their careers when there is gender discrimination, and women with low self-efficacy will be more likely to leave their careers when there is gender discrimination

2.3. Cultural Context and Gender Equality in The USA, Turkey and Jordan and.

Culture has been defined as " a set of parameters of collectives that are related to patterned ways of thinking, feeling, and reacting that constitute the distinctive way of life of a group of people" (House, Javidan, Hanges, & Dorfman, 2002), in the same vein, Hofstede defined culture as " the collective programming of the mind that distinguishes the members of one group or category of people from others" (Hofstede & Minkoy, 2010, p.6), through previous definitions, it appears that individuals who live in a particular societal culture are more likely to have similar cultural values, beliefs, principles and attitudes, which are shared nationally (national culture), and organizationally (organizational culture) (Hofstede, 1980).

National culture is " the shared values and assumptions held by individuals within the nation " (Hofstede, 1980; Hofstede, vd., 2010). These values consist of the principles that countries and regions uphold explicitly or implicitly to guide people regarding appropriate behaviors in different situations (Schwartz, 1999). Within organizations, cultural values influence ethics in the decision-making process, including managers' decisions in HRM practices. Hence, the perception of discriminatory practices against women may be influenced by the values of national culture in a country, and those values work as an incubator for the generation of stereotypes and gender roles associated with women, which can affect the presence of women in the workplace (Shaffer et al., 2000)

The impact of national culture is usually analyzed using the dimensions proposed by Hofstede (1980, 2001) and Hofstede et al. (2010). Hofstede's cultural dimensions have been extensively used in many areas as a model for research, particularly in cross-cultural psychology, international management, and intercultural communication. Hofstede Database in 2010 includes the largest number of countries within cross-national studies (Kirkman et al., 2017; Peterson & Søndergaard, 2011).

Hofstede developed his original model by using the results of a global survey of employee values conducted by IBM between 1967 and 1973. The original theory proposed four dimensions in which cultural values could be analyzed: Power distance, individualism-collectivism, Uncertainty avoidance, and masculinity-femininity. Independent research in Hong Kong led to adding a fifth dimension, long vs. short orientation, to cover aspects of values not discussed in the original model. In 2010, Hofstede added a sixth dimension which is indulgence vs. restraint. However, the current study focuses on the first three cultural dimensions, namely: collectivism, power distance, and masculinity, as the most relevant to the study field and purpose.

Scholars argued that individualism and collectivism is probably the most prominent cultural trait that can be used to distinguish among societies (Singelis et al., 1995; Triandis, 2001). Individualism and collectivism vary in the level to which society members place personal needs and goals prior to those of social groups (Hofstede, 1980).

People in organizations in collectivistic cultures are oriented toward people, and their relationships have more moral purposes (Hofstede et al., 2010). Employees with collective values often act under their group standards, obligations, and duties designed to maintain social harmony among group members (Wasti, 2003).

On the other hand, employees in individualistic cultures are task-oriented and establish a calculated exchange or relationship with their organization, and they are concerned with work interests that depend on performance more than harmony or social relations between workers when making the hiring decision (Wu et al., 2008), According to Davis and Williamson (2019), Individualist values of independence and self transcend gender identities and justify women's goals and choices, but collectivist values may reduce women's

personal ambitions for social obligations, leading to a greater acceptance of gender inequalities.

The second dimension is power distance, and this dimension describes a society's hierarchy (Hofstede et al., 2010). In other words, power distance shows the degree to which members of a society accept the disparity in the distribution of influence and power or even desire this disparity in the social order (Farrell & Hersch, 2005; Kirkman et al., 2009; V. Singh et al., 2002). People of high power distance culture are divided into high-status (e.g., white men) and low-status (e.g., women or ethnic minorities) individuals, where the difference between them is noticeable, and since status is of great importance in the social hierarchy; privileged individuals and groups insist on the status quo and refuse to give up exclusive advantages and thus support discrimination between groups (Stoermer et al., 2016).

Furthermore, people in societies with high-power distance tend to view inequality in the distribution of power as normal and acceptable, and they tend to accept that there are some responsible, influential people who are entitled to special privileges. In the workplace, employees with high power distance are more likely to tolerate and be satisfied with unfair supervisors (Taras et al., 2010).

Notions of hierarchy and inequality between individuals in high power distance cultures are inculcated within institutions through the individual's early socialization by family and school, and this loyalty is transmitted to their superiors at work; therefore, members of societies with a high-power distance rarely discuss or argue with their supervisors (Wasti, 2003).

Masculinity refers to the degree to which a society focuses on traditionally masculine traits such as progress and gain (Hofstede, 1980). In societies with a high degree of masculinity, the importance of work increases, the roles of both genders are clear, and work is given a higher priority than other aspects of individuals' lives, such as family and leisure (Hofstede et al., 2010) since gender segregation and role distinction is important, efforts to create an inclusive climate that promotes equity and reduces gender discrimination are likely to find less support in these cultures (Stoermer et al., 2016).

In addition, masculine cultures reflect gender roles in a traditional and stereotypical way. Therefore, organizations in these cultures often have goals consistent with the fulfilling male role, these organizations are often led by males in a male-dominated environment (Hofstede, 1980), and these cultural contexts adopt stricter gender norms that must be adhered to, leading to functional gender segregation, where men are more likely to join jobs that require more masculine characteristics such as assertiveness like managers or engineers, and women join jobs that require more female characteristics, such as nurture and empathy like nurses or teachers (Wu et al., 2008).

In this study, Hofstede's collectivism, power-distance and masculinity dimensions are used to describe the disparities and similarities in cultural values adopted by women from the United States, Turkey, and Jordan, which aids in explaining the findings connected to the study hypotheses. Hofstede's original study revealed the main cultural dimensions, which are: power distance, individualism vs. collectivism, masculinity vs. femininity and uncertainty avoidance (Hofstede, 1980). Table 2.1 shows US, Jordan and Turkey's scores on these cultural values. It clearly shows the closeness of Jordan and Turkey's scores and their variance from the United States. It is worth noting that Jordan was not among the countries included in the study in 1984 (included countries: Egypt, Iraq, Kuwait, Libya, the United Arab Emirates, and Lebanon), but rather the results of Hofstede (1980) documented that all Arab countries share the same scores and therefore share similar cultural values, Hofstede (2005) in his book "Culture and Organizations: Software for the Mind" grouped all the Arab countries into one group and called them "Arabic speaking countries" and compared them to other parts of the world. Therefore, we use these values with some reservation, as there are no recent studies to measure Jordan's scores individually.

Table 2.1. Country Score of The United States, Turkey, And Jordan on Hofstede's Cultural Dimensions

Region	Hofstede's Cultural Dimensions (Country score)		
	Power distance	Individualism	Masculinity
USA	40	91	62
Turkey	60	37	45
Jordan	70	30	45

Source: (Country Comparison - Hofstede Insights, 2022) and Hosfede (2001)

Turkey is a collectivist and relatively high power distance cultural environment with various characteristics acquired from the Middle East. Turkey is traditionally an Islamic country that has cultural features that it gained from its Ottoman Islamic origins and interactions with the Middle East for several centuries. People in Turkey are still committed to retaining their Islamic identity and culture and continue to play a significant role in society, which impacts gender relations (Kara, 2006).

Very little research on cultural values and gender stereotypes in Turkish culture has been found, and those that have been reached are considered outdated due to rapid worldwide economic and social changes. However, The existing Turkish literature confirms traditional gender stereotypes in Turkey, where women's duties are connected with obedience and household, while men's roles are associated with domination and independence (Dedeoğlu, 2000), despite the major distinctions between rural and urban Turkish family forms, the traditional family model is still frequently used. This model contains a hierarchy based on gender and age, as well as separate tasks and responsibilities, men have control over women, and elders have authority over the old (Yorgun & Acar, 2014).

In traditional Turkish culture, men and women had well distinct roles, and each gender was more or less independent within its own domain. The man was the family's leader, while the woman was in charge of the house and the children. Men left the house to pursue careers or join the military, while women stayed at home to care for the family (Sunar & Fişek, 2005). However, Turkey's society is dynamically moving from a traditional, rural, agricultural, patriarchal society to a more modern, urban, industrial, and egalitarian society (Sunar & Fişek, 2005),

Traditional social roles also reflect how women are represented in the Turkish labor market, where there is a clear distinction between female and male professions. Regarding women in leadership positions, the glass ceiling occurs in all sectors, including the public and corporate sectors, as well as nongovernmental organizations (Akpinar-Sposito, 2013). As cited by Akpinar-Sposito (2013), the Turkish statistical institute reported that Turkish women make up 52 % of the country. However, they earn 40 % less than men and makeup only a quarter of the workforce in the year 2011.

Similar to Turkey, Jordan represents a collectivist Muslim culture with tribal and conservative characteristics located in the Middle East, Jordan like other Arab countries shares a perception of gender roles that are formed through the concentration of the family, which is the central unit in society, and the man is recognized as the breadwinner for the family, while the woman is responsible for raising children and taking care of home chores. Also, in such a society, the law of modesty focuses on the reputation of women in society (Banihani & Syed, 2017).

Furthermore, Jordan shares the conservative patriarchal norms in the Middle East, which are rooted in both gender and labor relations; women's standing in Jordan, as in most Arab countries, is hampered by strong cultural restrictions that limit their ability to grow and progress. These norms limit women's career advancement and maintain gender-separated workplaces (Metcalfe, 2007),

In general, Arab culture adopts the idea of gender roles in society and the workplace being separated. The major place dedicated to women is still the private space and gender-separated workplace, especially in male-dominated occupations (Koburtay et al., 2022). Furthermore, Several previous studies in the Arab region agreed that there is an explicit bias against women in leadership positions through employment bias or the glass ceiling (Afiouni, 2014; Koburtay et al., 2022).

The current tribal structure in Jordan has an impact on numerous institutions as well as business performance and human resource functions. The Bedouin tribes' supremacy has consequences for women's economic engagement and advancement, which directly contributes to shaping the position of women in the labor market in a variety of ways. The prevailing cultural values and norms in Jordan still maintain gender gaps in employment, wage distribution, and positions of power (Koburtay et al., 2020, 2022).

Most recently, according to the World Economic Forum (2021), Turkey is placed 133rd (out of 156) and 7th among the Middle East and North African countries in terms of gender equality and 140th in Economic participation and opportunity measures. Not far from Turkey, Jordan ranked 131st globally and 5th among Middle East and North African countries in gender equality, and 133th in Economic participation and opportunity measures.

On the other side, the United States places 30th in gender equality, and the 30th in Economic participation and opportunity measures (World Economic Forum, 2021). The United States represents a capitalist environment, a democratic political system, broad technological development, and a strong western culture (Shaffer et al., 2000). the relatively low score of power distance in the USA indicates that women have become more educated, more aware of laws passed to provide access and protect women at work and are present in the workforce in more significant numbers and higher-level positions. With these changes comes the belief in equal opportunity and treatment. Women, therefore, will believe that power should be equally distributed, while men are likely to be satisfied with the status quo, i.e., inequality in power distribution. That is the higher power distance values mean a stronger belief in inequality (Stedham & Yamamura, 2004).

Despite this, studies showed that gender discrimination against women still exists and that it poses double barriers for women of color (Dickens & Chavez, 2018). The US score is significantly higher than the average of the nations on the masculine dimension (Hofstede, 2001). and in the US, riches and wealth and fame are indicators of success. These cultural tendencies also imply that gender disparities in the US are relatively pronounced (Fors Connolly & Johansson Sevä, 2018).

In this study, we argue that the cultures of Turkey and Jordan diverge significantly from US culture in terms of prevailing values and social conventions. In addition, we argue that these variations ought to have serious implications for the impact of women's perceptions of gender discrimination on their occupational turnover intention. As a result, one may infer that the United States, Jordan, and Turkey represent three geographical regions but two cultural groups, as the United States belongs to a cultural group that is substantially distinct from the other group that includes Jordan and Turkey. Given that people's views and mental processes are influenced by their cultural surroundings. We postulate that cultural values impact women's views of gender discrimination and self-efficacy in each country, we expect women in Jordan and Turkey may have similar perceptions, but women in the United States may have distinct ones.

2.3.1. Culture and Perception of Gender Discrimination in HRM Practices

The difference and closeness of cultural characteristics within countries affect the way their members think and act, whether at the societal level or in the work environment (Beehr & Glazer, 2015). Mergan (2018) stated that beliefs shared within a particular group or community could affect the way individuals may perceive their environment, which may, as a result, affect the way they interact and react to it. These cultural values express shared preferences and beliefs about what is regarded as acceptable and desirable in society (Schwartz, 2006). Thus, one can assume that the likelihood and recognition of discrimination behavior in the workplace are highly dependent on the cultural and social environment.

Previous studies provided evidence that people from different cultures may differ in their perception of gender discrimination even if they are exposed to the same scenario, for example, one study found that discriminated victims may not always see themselves as victims because of perceptions of what constitutes workplace discrimination may differ among cultures, victims of discrimination usually try to determine the cause of discriminatory attitudes and behavior by looking at it in light of existing cultural norms and social context, undesirable behavior in one culture may be acceptable in another (Luthar & Luthar, 2002).

Another study found that North American, Australian, and German students perceive hostile work environment scenarios more in terms of abuse of power and gender discrimination, whereas Brazilian students see the same scenarios as harmless sexual behavior but not sexual harassment (Pryor et al., 1997), perceptions generated during the recognition process of these discriminatory behaviors influence the level and direction of the victim's reactions.

Bobbitt-Zeher (2011) linked workplace gender discrimination to cultural beliefs and stereotypes about men and women and institutional policies and practices in organizations. thus, the likelihood and recognition of women's discrimination in the workplace are highly dependent on the cultural and social environment. Women working within different cultural contexts will have different levels of propensity to tolerate discriminatory behavior.

Empirical studies indicate that societies with high power distance have a low representation of women in senior positions and boards compared to societies with a low

power distance (Carrasco et al., 2015). According to the arrangement of power, the board seats are designed to suit the man with authority, and this does not contradict the belief in hierarchical acceptance of power and inequality in the organization; this may explain why women refuse to be promoted at work and do not intensify their professional goals towards promotion as men do (Farrell & Hersch, 2005), also they tend to be unlikely to challenge the current situation (Van Der Vegt et al., 2005), or show a negative reaction to their exposure to inequality (C. Lee et al., 2000).

On the contrary, people of low power distance countries do not expect an unequal distribution of power, and everyone is seen as equal (Hosfede, 2001), there so the effects of discrimination based on status are likely to be lower (Stoermer et al., 2016), in these societies, there is greater openness for traditionally less powerful members (e.g., women and ethnic minorities) in organizations to participate in decision-making activities (Carrasco et al., 2015; Lewellyn & Muller-Kahle, 2020), therefore, in such contexts, gender norms are more flexible and allow women to take up decision-making positions.

Another study applied to male college students from America (lower power distance culture) and China (higher power distance culture) where they were presented with the same scenario of a department manager (a higher position) verbally insulting an assistant manager (a lower position), the results showed that the American students perceived that this behavior is less legitimate than the Chinese students (Bond et al., 1985). Furthermore, a study investigated the effect of differences in power distance value orientation on perceptions of sexual harassment. Participants were primed with a high or low energy distance mindset and then presented with the same sexual harassment scenarios. The results indicated that individuals who were fitted with a high power distance were more tolerant of gender discrimination and perceived these behaviors as less severe compared to those who were fitted with a low power distance (Mishra & Stair, 2019).

Furthermore, in individualistic cultures, employment depends more on performance rather than social relations in collectivist cultures, in individualistic cultures, women's employment will be based on more equality and less gender-based discrimination functions (Wu et al., 2008). As for leadership and high positions, studies showed that the proportion of

women directors on corporate boards is greater in societies where high levels of individualism exist (Caligiuri & Tung, 1999; Carrasco et al., 2015; Pucheta-Martínez et al., 2021).

However, the masculine cultural context may negatively affect the representation of women in leadership positions and boards of directors, when societal values associated with the male role prevail, then male-dominated contexts are less likely to increase the proportion of female directors on boards because of their behaviors, abilities, and stereotypes may not conform to the stereotyped image of board members (Caligiuri & Tung, 1999; Sealy, Doldor, & Vinnicombe, 2009; Carrasco et al., 2015; Lewellyn & Muller-Kahle, 2020; Pucheta-Martínez et al., 2020). Contrariwise, in feminine societies, the roles between females and males overlap, and there is less segregation in the labor market (Hosfede, 2001). People in these cultures show greater tolerance and acceptance of women in nontraditional positions, such as corporate management and boards of directors (Lewellyn & Muller-Kahle, 2020)

Those accepted stereotypes facilitate consistent bias against women when it comes to evaluating their skills (Sealy et al., 2009) and calling for recruitment (Wu et al., 2008). Wu and his colleagues (2008) investigated job advertisements placed by local subsidiaries of multinational companies in the Asia Pacific, North America and Europe and found that masculinity culture had a positive, statistically significant effect on “male-only” advertisements.

Cultural values are prominent determinants of individual perceptions of workplace injustice and gender discrimination (Hang-yue et al., 2006). As a result, we expect there to be a difference in gender discrimination perceptions between the women of the first cultural group representing the United States and the women of the second cultural group representing Turkey and Jordan, but no discernible difference between the women of Jordan and Turkey as in the same cultural group. Accordingly, we hypothesize:

Hypothesis 3: women's perception of GD in HRM practices differs among different cultural contexts.

2.3.2. Culture and Perception of General Self-Efficacy.

According to Bandura (1994), people employ several information sources in formulating their beliefs about their self-efficacy, generating self-efficacy beliefs is a complicated self-appraisal process that requires choosing, weighing, and integrating data from various sources. Culture may have an impact on this evaluation process; not only the type of information offered by diverse sources but also which information is picked, weighted, and incorporated into people's self-efficacy assessments may be influenced by culture (Oettingen, 1995).

People's beliefs about self-related attributes, such as self-efficacy, are connected with their relationships and position within the social groups to which they belong (Hofstede, 1980; Schaubroeck et al., 2000). Thus, Self-efficacy differed between cultures (Klassen, 2004). For instance, among 13 nations, survey respondents from Costa Rica and Russia had the highest self-efficacy, while those from Hong Kong and Japan had the lowest (Schwarzer & Born, 1997). Trauth (2002) conducted a qualitative empirical study with 31 women working in the IT sector in Australia and New Zealand who lived in 13 different countries for a period of time during their career development. The study supported Truthe's theory of Individual Differences of Gender and IT (IDTGIT), which revealed that socio-cultural factors influence an individual woman's perceptions of their own attitudes and coping strategies toward barriers.

Another international survey revealed that Costa Rica, Denmark, and France had the highest levels of self-efficacy, while Japan and Hong Kong had the lowest levels (Scholz et al., 2002).

Therefore, one might assume that self-efficacy beliefs would differ across different cultures. However, there is a dearth of empirical studies that address the perceptions of self-efficacy in the workplace within different cross-cultural contexts; hence, this study hypothesizes :

Hypothesis 4: perception of general self-efficacy differs among different cultural contexts for women in STEM occupations.

According to the above discussion, and since perceptions of general self-efficacy and gender discrimination vary across societal and cultural contexts, the magnitude of the impact of perceived discrimination will likewise vary depending on the contexts (Triana et al., 2019)

Hypothesis 5: The size of the impact of perception of GD on OTI differs among different cultural contexts for women in STEM occupations.

3. RESEARCH METHODOLOGY

The purpose of this chapter is to describe and design the proposed research methodology to achieve the objectives of the research. A quantitative approach was introduced to answer the questions. This chapter provides an overview of the research methodology, study population and sampling, research instrument development, data collection method, and data analysis.

3.1. Research Design

A research design is a plan that lays out how a study will progress from the research objective and questions to the outcomes, It is a detailed planning process that collects and analyzes data in order to improve understanding of a specific topic (Abutabenjeh & Jaradat, 2018). This research is designed to achieve the enlisted goals using a quantitative design. The researcher would, therefore, obtain suitable data from certain participants. The data will be exposed to statistical analysis and subsequent inferential statistics to answer the research questions mentioned and the hypotheses stipulated.

3.2. Research Methodology

Research Methodology is the procedure used by researchers to acquire and analyze data (Abutabenjeh & Jaradat, 2018)**.** A quantitative approach was introduced to analyze the actual women's perceptions taking into consideration the major factors that could help analyze women's feedback**.** The quantitative research method deals with measuring and analyzing variables in order to get findings and conclusions. It involves the utilization and evaluation of numerical data using specific statistical techniques to answer questions. It also refers to the process of accumulating numerical data to explain a phenomenon (Apuke, 2017).

3.3. Research Strategy

Research Strategies are the approaches used based on the research type, research problem and the importance of the research (Abutabenjeh & Jaradat, 2018). A questionnaire is a set of systematic collection of questions that are distributed to a sample of the population

from which information is sought, it is created and distributed to obtain responses to specific questions by using a form that respondents will fill out on their own. It is an important tool for gathering information from widely dispersed sources information. Furthermore, they can be distributed individually, online, or mailed to respondents. The primary advantage of using a questionnaire is that it is a quick and easy way to collect large amounts of information. As a result, many researchers make extensive use of it (Pandey, Prabhat and Pandey, 2021). The questionnaire of this study was designed and distributed to the selected women working in STEM fields in the private and public sectors. The questionnaire will be distributed electronically and manually to the study sample.

3.4. Research Sampling

To attain the requisite sample, three official entities responsible for the concerns of women working in STEM in each of the three nations were contacted, and the questionnaire was sent via e-mail to be filled out online for the US and Turkey samples. While For the Jordan sample, in addition to sending e-mails, the researcher made repeated visits to a number of organizations operating in the STEM industry and handed the questionnaire on paper to the women working there.

Due to the difficulty of enumerating the number of women working in STEM occupations in USA, Turkey and Jordan. and the absence of any statistical documents indicating that; a non-probability sample with a convenience sampling method has been used as the sampling technique for the current research, indicating the collection of information from adequately available women working in STEM from USA, Turkey and Jordan. Therefore, 441 (USA=117, Turkey= 115, Jordan = 211) questionnaires were collected on a convenience sample and fulfilled the basic conditions.

3.5. Instrumentation

This research aims to study the impact of perception of gender discrimination in HRM practices on occupational turnover intention of women in STEM occupations in USA, Turkey and Jordan. A questionnaire was adopted to collect the primary data. It was scrutinized in several steps before sending to the respondents

• First: Statements collected from research published in the field. Items are selected because they match the search objectives and have high Cronbach alpha values in their original source.

• Second: For pioneer study purposes, the first questionnaire was sent to 20 sample women who are working in STEM from the three countries for scale evaluation (validity and reliability). The review process included editing and deleting elements and improving the wording and the quality of the English translation into Arabic and Turkish.

• Third: Within the last adaptation of the survey, a five-point Likert scale was utilized, comparable to that used by other analysts within the field, as well as reactions to survey components. Appendixes E, F, and G show the research questionnaire in English, Turkish and Arabic, respectively.

The questionnaire consists of three items for measuring OTI, six items for measuring perception of gender discrimination in HRM practices, and ten items for general measuring self-efficacy. To avoid language problems, the scale items were forward-translated from US English to Arabic and Turkish by native Arabic and Turkish speakers who have a highly advanced level of English. And then back-translated to US English by English language speakers who have an advanced level in Arabic and Turkish.

The questionnaire was separated into four parts to represent study variables as follows :

Demographic aspects: This part has five items representing the demographic characteristics of the participants, mainly: age, career level, job category, career field and country.

Independent variables: This part contains elements representing the perceived workplace gender discrimination encountered by women in STEM occupations.

Dependent variable: This part contains elements to represent the OTI of women in a STEM occupation

Moderating variable: This part contains elements to represent the perceived Self-efficacy of women in a STEM occupation

3.6. Measurements

All the items employed in this study were taken from the literature and found to be reliable and valid for measuring constructs of the phenomena they are meant to reflect, As shown in Table 3.1.

Table 3.1. Study Measurements

Variable	Code	Definition	Source	No. items
Gender Discrimination in HRM practices	GD	The form of discrimination occurs when there is a bias in the recruitment, selection, compensation and development opportunities among job candidates or workers who are alike in all respects except their gender	(Kim et al., 2019).	6
Occupational Turnover Intention	OTI	An individual's inclination to leave his or her occupation voluntarily and permanently	(Blau, 2007).	3
General Self-efficacy	GSE	Dimension of personality that represents self-convictions about the individual's ability to overcome difficult tasks and problems facing him by directing, controlling, and planning for the behavior appropriately	(Schwarzer & Matthias, 1995)	10

3.6.1. Perception of Gender Discrimination in HRM Practices Scale

In line with previous literature, the perception of (GD) was measured by (Kim et al., 2019) scale with six-item. Respondents were asked to express their degree of agreement on a 5-point Likert scale, ranging from (1)= 'strongly disagrees ' to (5)= 'strongly agree.' The scale assesses women's perceptions through an evaluation of gender discrimination in the following six areas: recruitment, promotions, pay, deployment, training, and lay-offs. We added the phrase 'In this career...' to get a more accurate response regarding women's perception of gender discrimination in the career rather than in a job position or an organization (e.g., 'In this career, men are recruited more easily than women'). Cronbach's alpha for this scale was 0.7.

3.6.2. Perception of Self-Efficacy Scale

Perceived self-efficacy (SE) was measured with ten items of (Schwarzer & Matthias, 1995) general self-efficacy scale. Five items measure action self-efficacy, and the other five items measures coping self-efficacy. The scale has been assessed among 19,120 participants from 25 countries, the scale has shown adequate reliability coefficients, with Cronbach´s α ranging from .75 to .91 (Scholz et al., 2002).

3.6.3. Occupational Turnover Intention Scale

Occupational turnover intention was also revised from (Meyer et al., 1993) three-item scale. Respondents were asked to express their degree of agreement on a 5-point Likert scale, ranging from (1)= 'strongly disagrees ' to (5)= 'strongly agree. 'The first item was ' I frequently think about quitting this career,' and the second item was ' I plan to stay in this career for some time" these item values were reversed in the database as (1)= 'strongly agree' to (5)= 'strongly disagree.' The third item was 'I have often thought about giving up this career completely'; Cronbach's alpha for this scale was 0.88.

3.8.Data analysis

This study use Package of Social Sciences SPSS Version 26 and Amos26 to analyze the characteristics of the sample, reliability and validity test, which will be conducted through descriptive analysis, and for testing research hypothesis through SEM model in Amos program software packages will be used. The next chapter (Chapter 4) will present a detailed analysis and questionnaire results

4. DATA ANALYSIS AND RESULTS

Chapter 4 provides the descriptive and analytical analysis to disclose the impact of GD on OTI with considering the moderating role of GSE and cultural contexts. Statistical processing was carried out by using the statistical package for social sciences program (SPSS V.22) and (Amos V.26) to test study hypotheses

4.1. Data Editing and Coding

A total of 441 reliable and valid questionnaires have been collected for the sample, both online and self-administrated, from women who are currently working in any STEM occupation from USA, Turkey and Jordan. To make the process of handling and to analyze the data more effective and easier, the researcher has firstly coded each variable and its respective items with unique codes to ensure no duplication and easiness in retrieving. This process helps the researcher also to understand and manage these items for organizing purposes according to their unique codes (Sekaran & Bougie, 2016). the data was checked in order to identify any possible data entry errors, missing values, incorrect or illogical answers, or leaving statements without answers.

4.2. Normality Testing

Another important test that should be taken into consideration in assessing the normality of the data which this step prerequisite to conducting parametric or non-parametric analyses. Thus, the current trends of the research have some requirements and assumptions for assessing the data normality, the current study applies this test by using an approach mostly used among the studies to conduct this test called Skewness and Kurtosis (see Appendix A,B,C). Although the cut-off of this test is questionable, there is a consensus indicating that the sample size influences the normality of the data. The acceptable limits fall between ±2 (Gravetter & Wallnau, 2017). As the sample size of the current research is 441 valid responses which are not large enough, this test is highly required, and the results of this test revealed mostly factors that had acceptable ranges of normality that meet this analysis and suggest further analysis.

4.3. Sample Demographics

The valid combined sample consists of 441 women working in STEM Occupations from the USA. Turkey and Jordan as N=117, 113, 211 consequently, with 70% of respondents less than or equal to 40 years old, 61% are operating in the private sector. 43.9% of them are working in computer science and IT, 29.7 % in engineering and the rest are distributed between mathematics, physics, and other STEM subfields. Table 4.1 provides a summary of the respondent's profile by country.

Table 4.1. Composition of the Sample Frequency by countries

		USA		Jordan		Turkey	
		Frequency	%	Frequency	%	Frequency	%
Age	30 or less	33	28.2	38	18.0	33	29.2
	31-40	41	35.0	109	51.7	55	48.7
	41-50	33	28.2	60	28.4	22	19.5
	51 or more	10	8.5	4	1.9	3	2.7
Career Level	Beginner	26	22.2	24	11.4	9	8.0
	Intermediate	37	31.6	120	56.9	41	36.3
	Experienced	14	12.0	19	9.0	13	11.5
	Expert	40	34.2	48	22.7	50	44.2
Career Category	Academician	13	11.1	83	39.3	35	31.0
	Operational & Technical	53	45.3	57	27.0	46	40.7
	Professional	30	25.6	19	9.0	13	11.5
	Supervisor & manager	21	17.9	52	24.6	19	16.8
Sector	Government	17	14.5	98	46.4	16	14.2
	NGO	13	11.1	25	11.8	1	.9
	Private	87	74.4	88	41.7	96	85.0
Career Field	Computer science	67	57.3	77	36.5	50	44.2
	Engineering	28	23.9	72	34.1	31	27.4
	Physics	3	2.6	25	11.8	13	11.5
	Mathematics	16	13.7	22	10.4	18	15.9
	Other STEM Fields	3	2.6	15	7.1	1	0.9

4.4. Descriptive Analysis of Variables

This study used a five-Likert scale for the statements included in the questionnaire. It is ranged from (1)= 'strongly disagrees ' to (5)= 'strongly agree'. The study has three main variables illustrated one independent variable and one dependent variable, and one moderator, each of them has been measured by different items that have been adopted from the previous studies. The first independent variable is the perception of gender discrimination in human resource management practices (GD) which has been measured by six measuring items (GD1 to GD6); the dependent variable, occupational turnover intention OTI has been measured by three measuring items (OTI1 to OTI3), and the moderator general self-efficacy GSE has been measured by six measuring items (GSE1-GSE10). Appendix A, B and C present the detailed findings of descriptive analysis of study variables for each country sample through both mean and standard deviation SD with the importance of each item. All study variables were measured with only one main construct (first-order construct).

The first variable is GD, measured through six measurements that represent questions regarding women's perception of gender discrimination in each function of HR. Functions are recruitment, promotion, compensation, job allocation, development opportunities and lay-off. The findings indicated that women in the US sample perceived payment discrimination more than other forms of gender discrimination, where the item coded GD3 and stated (In this career, men are given more pay and benefits than women) had the common feature of this variable with the highest mean of 3.067 and standard deviation of 1, while and standard deviation used to describe the amount dispersion the responses into the mean, the obtained values of this test for this variable ranged between 1.0948 to 1.3330.

While women from the Turkey and Jordan sample perceived more discrimination in recruitment function where the item coded GD1 and stated (In this career, men are recruited more easily than women) had the highest mean of 3.377 and SD of 1.4187. SD values for the Jordan sample and mean of 3.817 and SD of .9513 for Turkey sample, which indicates greater agreement with these statements.

The second variable is the occupational turnover intention, represented by three items showing the extent to which women consider leaving their careers. The item coded OTI3 had

the highest mean in the three samples with USA (mean = 2.6471, SD = 1.2473),Turkey (mean= 3.243, SD=1.3674), Jordan (mean= 2.376, SD= 1.3200).

The final variable is the perception of general self-efficacy, represented by ten items that show individuals' strategies to handle challenging situations. Women in Turkey and Jordan samples showed a higher mean in the item coded GSE4 and stated (I am confident that I can deal efficiently with unexpected events) with a mean of 3.217, SD of 1.1087 for Jordan sample and mean of 3.165, SD of 1.2207. while in USA sample, women reported higher perception in item coded SE1 and stated (I can always manage to solve difficult problems if I try hard enough) with a mean of 3.336, SD of 1.2232.

As for the composite statistics for each variable, Table 4.2 summarizes the means, standard deviations, and coefficient alphas for all variables investigated in this study.

Table 4.2. Descriptive statistics for the variables of the study

Variable	N	Mean	Rank	Sd.	1	2
USA	117					
1. GD		2.82	Moderate	.945		
2. GSE		3.33	Moderate	.781	-.038	
3. OTI		1.98	Low	.970	.428**	-.507**
Turkey	113					
1. GD		3.22	Moderate	.731		
2. GSE		3.08	Moderate	.686	-.401**	
3. OTI		2.52	Moderate	1.081	.606**	-.431**
Jordan	211					
1. GD		3.12	Moderate	1.085		
2. GSE		3.10	Moderate	.810	-.208**	
3. OTI		2.38	Moderate	.867	.194**	-.373**
ALL	441					
1. GD		3.06	Moderate	.978		
2. GSE		3.15	Moderate	.778	-.143**	
3. OTI		2.31	Low	.972	.277**	-.504**

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

The U.S. means on the perception of gender discrimination GD and OTI were lower than the means of Jordan and Turkey, respectively. The table also shows that gender

discrimination was positively related to turnover intention in all samples, as the lowest correlation was pointed in the Jordanian sample and the highest correlation was in the Turkish sample. Also, perception of self-efficacy is negatively correlated with perception of gender discrimination in the Jordanian and Turkish samples but not for the US sample. Also the perception of self-efficacy is negatively correlated with OTI in all samples; as the highest correlation was pointed in the US sample and the lowest in Jordanian Sample.

4.5. Exploratory Factor Analysis EFA and Reliability

An EFA was performed using principal component analysis and varimax rotation. The minimum factor loading criteria were set to 0.50. The commonality of the scale, which indicates the amount of variance in each dimension, was also assessed to ensure acceptable levels of explanation. After deleting three items with low loadings (GD6, GSE5, GSE10), all the items that fit with all commonalities were over 0.50.

An important step involved weighing the overall significance of the correlation matrix through Bartlett's Test of Sphericity, which provides a measure of the statistical probability that the correlation matrix has significant correlations among some of its components. The results were significant, χ^2 (n=441) = 4024.6 ($p < 0.001$), which indicates its suitability for factor analysis. The Kaiser–Meyer–Olkin measure of sampling adequacy (MSA), which indicates the appropriateness of the data for factor analysis, was 0.921. In this regard, data with MSA values above 0.8 are considered appropriate for factor analysis. Finally, the factor solution derived from this analysis yielded three factors for the scale, which accounted for 60.47% of the variation in the data.

Furthermore, the study has tested the reliability of the variables involved in the current study, and this test is important and widely used in studies. The key purpose of this test is to examine the extent to of the measuring items of a particular variable are reliable in measuring the target factor or variable, and it is also called internal consistency (Souza et al., 2017). Cronbach Alpha is the most common measure used to perform the reliability analysis to clarify the validity of the measuring items.

In general, the reliability coefficients are ranked between 0 to 1, although the different assumptions that discussed this issue provide diverse cut-off acceptable values to give a

judgment that the measure is valid and reliable. But most statisticians agree to accept at least a 0.6 value to consider a reliable measure (Sekaran & Bougie, 2016). However, the higher of coefficient value, the higher degree of measurement reliability. In the same vein, Hair and his colleagues (2010) suggest a minimum acceptable value of 0.70 and more is outstanding, and a Cronbach's alpha value of 0.6 might be accepted. Table 4.3 illustrates the results of this test, and the results mostly provide an acceptable threshold and meet the minimum cut-off of 0.60 and above.

Table 4.3. Exploratory factor analysis and reliability analysis of GD, OTI and GSE factors

		Factor loading	Eigenvalue	Variance explained	Cronbach's alpha
GD					
GD1	In this career, men are recruited more easily than women	.708	6.494	27.867	0.869
GD2	In this career, men are promoted more frequently than women	.835			
GD3	In this career, men are given more pay and benefits than women	.830			
GD4	In this career, men and women are allocated different jobs	.772			
GD5	In this career, men are given more opportunities for job development than women	.833			
GD6	In this career, women are laid-off more than men	Deleted	.		
OTI					
OTI1	I frequently think about quitting this career	.614	3.620	20.948	.839
OTI2	I plan to stay in this career for some time	.792			
OTI3	I have often thought about giving up this career completely	.816			
GSE					
GSE1	I can always manage to solve difficult problems if I try hard enough.	.723	1.374	11.655	.810
GSE2	If someone opposes me, I can find the means and ways to get what I want.	.711			
GSE3	It is easy for me to stick to my aims and accomplish my goals.	.704			
GSE4	I am confident that I can deal efficiently with unexpected events.	.752			
GSE5	Thanks to my resourcefulness, I know how to handle unforeseen situations.	Deleted			

GSE6	I can solve most problems if I invest the necessary effort.	.673
GSE7	I can remain calm when facing difficulties because I can rely on my coping abilities.	.585
GSE8	When I am confronted with a problem, I can usually find several solutions.	.708
GSE9	If I am in trouble, I can usually think of a solution.	.741
GSE10	I can usually handle whatever comes my way.	Deleted

4.6. Scale Validity

First, a structural equation model generated through AMOS was used to test the relationships. A good-fitting model was accepted if the value of the goodness-of-fit (GFI) indices, the Tucker and Lewis index (TLI), and the Confirmatory fit index (CFI) is $\geqslant 0.90$. In addition, an adequate-fitting model was accepted if the AMOS computed value of the standardized root mean square residual (RMR) < 0.05 and the root mean square error approximation (RMSEA) is less than 0.08.

The CFA results indicated acceptable goodness-of-fit indices: $\chi 2 = 193.855$, df = 149 ($p < 0.05$), RMR = .040, RMSEA = 0. 026, GFI = 0.989, TLI = 0.987, and CFI = 0.989. The model fit index indicated that it was appropriate to use all variables for further structural equation model analysis. Thus, the model fitness allows us to proceed and test the proposed hypotheses. Table (4.5) shows the model indices related to confirmatory factor analysis (CFA) for model fit investigation with direct and indirect contextual impact.

Table 4.4. Standardized Regression weights

Dependent		Independent	Estimate
Occupational Turnover intention	<--	Gender Discrimination	.210
Occupational Turnover intention	<--	General Self-efficacy	-.590
GD5	<--	Gender Discrimination	.756
GD4	<--	Gender Discrimination	.800
GD3	<--	Gender Discrimination	.737
GD2	<--	Gender Discrimination	.819
GD1	<--	Gender Discrimination	.722
OTI3	<--	Occupational Turnover intention	.857
OTI2	<--	Occupational Turnover intention	.779
OTI1	<--	Occupational Turnover intention	.880
GSE9	<--	General Self-efficacy	.745

GSE8	<--	General Self-efficacy	.714
GSE7	<--	General Self-efficacy	.732
GSE6	<--	General Self-efficacy	.694
GSE4	<--	General Self-efficacy	.746
GSE3	<--	General Self-efficacy	.722
GSE2	<--	General Self-efficacy	.672
GSE1	<--	General Self-efficacy	.714

4.7. Hypothesis Testing and Results

Hypothesis 1 predicted that women's perception of GD has a significant positive impact on OTI. For testing the direct impact, we used standardized path coefficient analysis. As can be seen in Table 4.5, the impact of GD on OTI was positive and significant for all samples but insignificant for the Jordanian sample; thus, H1 was supported for ALL, USA and Turkey samples but not for Jordan.

Table 4.5. Gender Discrimination Direct İmpact on Turnover Intention (Standardized path coefficient)

			Region	R	R^2	C.R	P:Sig
Turnover Intention (OTI)	←	Gender Discrimination (GD)	ALL	.223	.0497	4.706	***
			USA	.474	.2247	3.740	***
			Turkey	.627	.3931	5.859	***
			Jordan	.140	.0196	1.792	.073

Hypothesis 2 predicted that self-efficacy moderates the relationship between perceived gender discrimination and turnover intention. For assessing interaction effects, moderated regression analysis was utilized. As can be seen in Table 4.6, the results revealed a negative and significant moderating impact of GSE on the relationship between GD and TI for only the US sample ($b = -.358$, $t = -3.370$, $p < .001$), That is, the hypothesis was partially supported for the US sample but rejected for the other two samples.

Table 4.6. Regression Coefficient of the moderating effect of GSE

Country	Relationship			R	C.R	P-value
ALL		←	GD	.210	5.099	***
	OTI	←	GSE	-.590	-11.524	***
		←	Interaction	-.029	-.520	.603
		←	GD	.390	6.300	***
USA	OTI	←	GSE	-.434	-4.923	***
		←	Interaction	-.358	-3.370	***
		←	GD	.786	6.444	***
Turkey	OTI	←	GSE	-.292	-2.556	.011*
		←	Interaction	-.101	-.605	.545
		←	GD	.094	1.701	.089
Jordan	OTI	←	GSE	-.381	-5.256	***
		←	Interaction	-.038	-.540	.589

Since the interaction effect was significant for the US sample, we performed further analyses using Jeremy Dawson's slope to better understand the nature of the moderating effects. As shown in Figure 4.1, women with low self-efficacy are more likely to leave their careers when there is higher gender discrimination, but for those with high self-efficacy, their tendency to give up their careers does not change when there is higher gender discrimination.

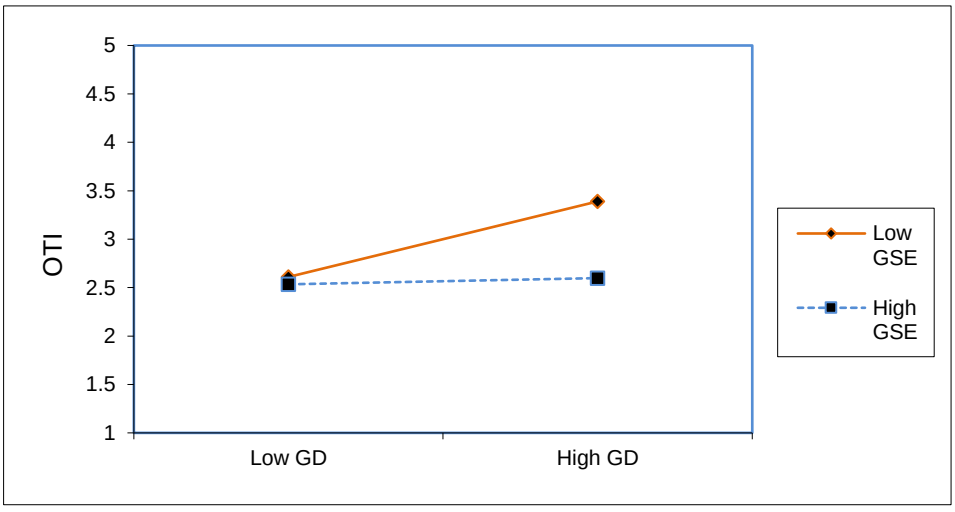

Fig 4.1. Self-Efficacy Moderator Effect for US sample

Hypothesis 3 predicted that women's perception of GD differs among different cultural contexts. Participants were divided into three groups representing the three countries' samples. As seen in Table 4.7, according to the Anova test, results suggest that the perception of gender discrimination scores of the groups differ significantly ($F_{(2.378)} = 5.657$, $p < .05$). To check the differences between countries, post-hoc comparisons were assessed using Tukey post-hoc test. Results revealed that perception of gender discrimination was statistically significantly different between the group that took the USA women and Jordanian women ($p = .021$), as well as between USA women and Turkish women ($p = .004$). However, there were no differences between the groups that took Jordanian and Turkish women ($p = .604$), all at the level of $p<0.05$.

As we discussed previously, Jordan and Turkey are very close in cultural dimensions scores according to Hofstede's theory 1984 and can be considered one cultural group. Thus, the first hypothesis was supported.

Table 4.7. Anova test of Perception of GD

Descriptive Statistics			Anova Between Groups	
Country	Mean	Std. Deviation	f	Sig.
USA	2.8362	.93746	5.657	.004
Turkey	3.2345	.72636		
Jordan	3.1288	1.05114		
Group Differences				
Groups	Mean Difference	Sig.	95% Confidence Interval (LL-UL)	
Jordan - Turkey	-.10576	.604	-.3655	.1539
USA - Jordan	-.29257	.021*	-.5494	-.0358
USA - Turkey	-.39833	.004*	-.6922	-.1045

Hypothesis 4 predicted that women's perception of self-efficacy differs among different cultural groups. Results of the Anova test in Table 4.8 show that the perception of self-efficacy scores of the groups also differed significantly ($F_{(2.218)} = 4.921$, $p < .05$).

Results revealed that perception of self-efficacy was statistically significantly different between the group that took the USA women and Jordanian women ($p = .011$), as well as the group that took USA women and Turkish women ($p = .026$). However, there were

no differences between the groups that took Jordanian and Turkish women (p = .998), all at the level of (p<0.05). Similar to the perception of gender discrimination, considering Jordan and Turkey as one cultural group, Hypothesis 2 was also supported.

Table 4.8. Anova test of Perception of self-efficacy

Descriptive Statistics			Anova Between Groups	
Country	Mean	Std.Deviation	f	Sig.
USA	3.3586	.77904	4.921	.008
Turkey	3.0944	.70870		
Jordan	3.1001	.79611		
		Group Differences		
Groups	Mean Difference	Sig.	95% Confidence Interval (LL-UL)	
Jordan - Turkey	.00566	.998	-.2055	.2168
USA - Jordan	.25854*	.011*	.0498	.4673
USA - Turkey	.26420*	.026*	.0253	.5031

Hypothesis 5 predicted that the size of the impact of perception of GD on OTI differs among different cultural contexts for women in STEM occupations. The effect size was only assessed for the US and Turkish samples because GD has no significant impact on OTI in the Jordanian sample (see Table 4.5).

To test this hypothesis, the study assessed the effect size F2 that is related to the determination of coefficient R2 in order to check whether the impact of a certain independent construct (GD) on the dependent variable (OTI) has a critical effect. According to the most popular assumption of this test (Sawilowsky, 2009), the definition of regressions analysis provides the findings that support determining the amount of effect size of the predictors in the models. Also, if the value of effect size is more than 0.35, that is considered large, and if the value range between 0.15 to 0.35, that is medium; the range between 0.02 to 0.15 is considered small and less than 0.02 means no effect.

Table 4.9 provides the effect size (F^2) for the predictors of this study. Also, the formula used to calculate this test is presented in equation 1.

Equation 1 $F^2 = R^2 / (1- R^2)$

Table 4.9. Effect Size of the Independent Constructs

Construct	Country	R^2	effect size F^2
GD → OTI	USA	.2247	0.29
	Turkey	.3931	0.65

The results revealed that the effect size of GD on OTI was large in the Turkish sample but was medium significant in the USA sample.

5. DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS

This chapter concludes the study by summarizing the key research findings in relation to the research aims and questions and discussing the value and contribution thereof. It also reviews the limitations of the study and proposes opportunities for future research.

5.1. Discussion

The study aimed to investigate perception of gender discrimination in HRM practices and its impact on occupational turnover intention of women in STEM careers in different cultural contexts.

The results show evidence that women's perception of gender discrimination in human resource management practices differs across cultural contexts, whereas no significant difference between Jordan and Turkey was revealed. This is due to the quite similar cultural contexts as both are considered middle eastern, Muslim, patriarchal, collectivist, conservative, high power distance cultures, and both differ from the US, which represents a western, individualistic, liberalistic, and low power-distanced culture.

In this regard, women from Jordan and Turkey showed a relatively higher level of perceived GD compared to US women; this may be due to the larger degree of career-limiting cultural norms and customs. Previous studies stated that women in eastern regions confront more explicit restrictions and constraints in their job progression (Toh & Leonardelli, 2013). because women from high-power distance cultures tend to view inequality in the distribution of power as normal and acceptable. They also tend to accept that some deserving, powerful individuals have the right to special privileges, where the difference between them is recognizable (Hofstede, 1980; Hofstede et al., 2010; Hosfede, 2001),

Results also showed that perception of GD is affecting women's OTI in the US and Turkish samples. This result is consistent with previous studies. Shaffer and his colleagues (2000) noted that gender discrimination in organizational employment decisions is predictive of negative job-related outcomes, including job satisfaction, affective commitment, and turnover intentions. Similarly, This study's results bring evidence that such discrimination may push women to leave their current career field entirely to stay at home or switch to

another profession, which may lead to a greater loss of the female workforce in STEM occupations. Nevertheless, the situation was different for the Jordanian sample, despite the fact that the level of perception of GD is relatively high for Jordanian women, and there is no significant difference between Jordanian and Turkish women in this regard. There was no significant effect of GD on OTI. This can be explained from several standpoints. There are other macro contextual factors that differ in the same cultural group that may play a role in the nature and strength of influence of gender discrimination, as well as women's attitudes and behavior towards such discrimination. For instance, the difficult economic conditions that women live in Jordan and their concerns of lack of employment opportunities (Shteiwi, 2015), especially if they give up their current profession and decide to enter another profession, may make their reluctance to leave their professions even if they are subjected to gender discrimination

The perception of gender discrimination and its effects on women's occupational turnover intention is likely to be less pronounced in the USA because women do not expect an unequal distribution of power, and everyone is viewed as equal (Hofstede, 2001; Stoermer et al., 2016). furthermore, traditionally disadvantaged community members such as women are welcome to participate in decision-making processes (Carrasco et al., 2015; Lewellyn & Muller-Kahle, 2020); therefore, in such contexts, gender norms are more flexible and allow women to take up decision-making positions; thus women are less likely to perceive such discrimination at work.

Additionally, Jordan and Turkey both have high levels of collectivism, which means that women who adhere to collective principles frequently follow the rules, responsibilities, and duties established by their groups in order to promote social peace among their members (Wasti, 2003). When making a hiring decision, Americans, whose culture places a high value on individualism, are task-oriented, establish a calculated exchange or relationship with their organization, and are more concerned with work interests that depend on performance than with workplace harmony or social relations between employees (Wu et al., 2008).

HRM decisions such as employment depend more on performance than on social relations in individualistic cultures. One can expect that women's employment will be based

on more equality and less gender-based discrimination functions (Wu et al., 2008). These decisions highly influenced women's career progression. As an example, several studies showed also reported that the proportion of women directors on corporate boards is greater in societies where high levels of individualism exist (e.g., Caligiuri & Tung, 1999; Carrasco et al., 2015; Pucheta-Martínez et al., 2020).

Women's employment will be based on more equality and less gender-based discrimination functions as HRM decisions such as recruitment rely more on performance than social structures in individualistic cultures (Wu et al., 2008). Women's career advancement in the USA is significantly impacted by these considerations. This is consistent with number of research that revealed that the share of female directors on corporate boards is higher in countries with high levels of individualism (e.g., Caligiuri & Tung, 1999; Carrasco et al., 2015; Pucheta-Martnez et al., 2020).

In Addition, Recalling that Turkey and Jordan are both high power distance cultures, women who live in these cultures seem to be less inclined to debate or quarrel with their bosses, and they are more likely to accept and be content with unfair bosses (Taras et al., 2010). As a result, women are less likely than men to question the status quo or react negatively when exposed to inequality (K. Lee et al., 2000; Van Der Vegt et al., 2005). (Lee et al., 2000).

Furthermore, stricter laws and legislation enforcing gender equality and inclusion in work policies and practices may contribute to mitigating the negative impact of gender-discriminatory practices on work outcomes. In other words, national labor regulations and practices on gender equity, as well as the national cultural norm of gender equality, might impact the intensity of employees' reactions to perceived workplace gender discrimination (Triana et al., 2019). In the United States,, the alleviation of gender discrimination has been a goal of much of the major legislation since 1920 (Triana et al., 2019); as an example of the role that legislation plays in addressing gender-discriminatory practices in employment, Equal Employment Opportunity Commission, 2017a, 2017b report stated that cases of gender discrimination cost employers in the United States over $2 billion in cash compensation for victims in 2016 alone (Dechawatanapaisal, 2018). However, The period of

maturity with regard to legislation and laws relating to gender equality was shorter and more modest compared to the United States

Furthermore, previous studies emphasized the importance of organizational intervention and informal internal initiatives for combating the barriers that women face at work and improving workforce diversity, when these interventions fail to reduce barriers, women tend to leave the organization or career entirely (Annabi & Lebovitz, 2018).

The results also showed a significant difference between the perceptions of self-efficacy of women from the cultural group that represents the United States and the perceptions of women from the second cultural group that includes Turkey and Jordan, which indicates that the common cultural and social characteristics contribute to the formation of similar perceptions about the ability to achieve and overcome obstacles (Bandura, 1994; Bandura et al., 2001). women from the three countries showed relatively high average scores of perceived self-efficacy (US = 3.33, Jordan = 3.10, Turkey = 3.08), see Table 3. This is because women who are working in STEM occupations have already challenged several barriers, including cultural norms and stereotypes about gender roles and women in male-dominated jobs, and it is logical that STEM women show high beliefs of self-ability to achieve and adapt to stressful situations, and according to the level and severity of this obstacles and level of the argument women made to reach this stage among cultures. Therefore, their perceptions of their self-efficacy also differ across cultures. Furthermore, the perceptions of self-efficacy of American women were relatively higher than those of Jordanian and Turkish women, which confirms the role of stereotypes about gender roles in enhancing or limiting women's self-efficacy, as discussed before the traditional stereotypes about women and which types of jobs are more convenient for her still exists in Turkey and Jordan societies, for example, women being a nurse is more acceptable than her being an engineer in Jordanian society (see chapter 2).

However, some results were not in line with our expectations. The results revealed that the moderating effect of general Self-efficacy had a significant effect only in the US sample and only when there were low self-efficacy perceptions, Whereas women with low self-efficacy perceptions are more likely to leave their careers if they experience higher

gender discrimination, while intentions to leave do not change for women with high self-efficacy perceptions when there is perceived gender discrimination. This calls for the need for more research to determine the role of external interventions in this relationship.

5.2. Limitations and Further Research

Although this research offers important contributions to the understanding of the relationship between workplace gender discrimination and OTI in different cultural contexts and the function of GSE in this relationship; however, some limitations need to be acknowledged.

Like most research in this field, It was hard for this study to investigate women's perceptions of discriminatory behavior within the organization, as it is difficult for them to knowingly and willingly participate in a study that could disclose discrimination practices that has negative effects on the organization's reputation or affects women's career development; therefore, it is very important to provide a high level of trust between the researcher and the participant to ensure the objectivity and accuracy of the data obtained.

It is worth noting that participants' perception of gender discrimination does not necessarily mean that they have experienced any kind of discrimination, but perhaps the perception may be formed from the experiences of others or through stereotypes circulating about women's work in STEM fields. Therefore, we recommend future research take into account the potential differences between the perception of gender discrimination and reality and the impact of each of the two cases on women's decisions and attitudes regarding their career development

Further, the sample size in this study is still limited and unbalanced between cultural groups. The number of respondents from Jordan and Turkey as one cultural group is double, outnumbering the US sample. We advise future studies to ensure a more balanced and overall larger sample size, including respondents from other distinct regions, to improve the validity of findings.

Furthermore, this study relied on hofstede dimensions theory to compare the cultural characteristics of the three countries and interpret the results, however, the cultural dimensions theory alone does not constitute an integrated perspective on cultural differences between countries, and therefore researchers need to consider all relevant factors that can produce notable differences regarding the perception of gender discrimination in the workplace and the career development of women in STEM professions, for example, religious belief can be prominent in explaining the different behaviors and attitudes of individuals towards women's issues in the workplace , in addition , there are some cultural characteristics that can feature in some countries and not in others within the same cultural group, for example, the social tribal system in Jordan can also be an important source for shaping individuals' perceptions about the role of women and men, and therefore their attitudes towards gender issues in general, but it cannot be said same about Turkey, Hence, In order to enhance the research scope and strength, it is important to include more countries from the same cultural context, as one country does not represent a generalization of the entire cultural context

Moreover, some of the significant differences are cultural and some are non-cultural. Many non-cultural factors can have a role in shaping organizational culture and human resource management practices and affect the status, perceptions and attitudes of women within the organization. The strictness of national laws and legislation concerning equality and women's rights, as well as the organizational Interventions, diversity policies, regulations and policies, are some of the most important factors that have a normative influence in this field, so it is of great importance that future research does not exclude the possibility of non-cultural factors contributing to the observed group differences, more work is necessarily addressing the interaction between national and organizational cultures with the other environmental factors to examine their combined role in influencing gender discrimination in the workplace.

5.3. Practical and Theoretical Implications

Avoiding gender discrimination's harmful effects and promoting gender equality in the workplace requires more than just maintaining women's representation in company

strategic plans and in leadership positions; It requires measures that support equal career opportunities for women in practice.

There are no simple or straightforward solutions to reduce the harmful effects of gender discrimination in STEM careers, including the intention to leave the profession. Instead, companies must develop a strategy for human resource management, which can act proactively to prevent the occurrence of gender discriminatory practices within the organization, and this strategy must also be useful in the event of discrimination to address its negative consequences of it. Furthermore, This complicated issue necessitates solutions that take into account all potential sources of discrimination and blend external factors (e.g., culture) and organizational factors (e.g., policies and affirmative actions) with internal individual factors (e.g., individual perceptions and attitudes).

For example, many organizations represented through HRM departments implement training programs to raise awareness of the risks of gender discrimination among employees and reduce the possibility of its occurrence. However, most programs do not adapt to cultural differences between individuals in how these programs are perceived and thus, designing training programs for organizations and employees regarding gender discrimination must consider cultural differences when addressing these concerns.

Moreover, organizations have introduced affirmative action policies and diversity initiatives to ensure that the approved selection, evaluation and reward procedures prevent discrimination based on gender and follow the principle of fairness and equal opportunity (Stamarski & Son Hing, 2015). However, individuals differ in their acceptance of these policies, and these differences have been linked to material self-interest, personal and cultural values; beliefs and attitudes toward race and gender; social roles, conservative, individualistic and egalitarian ideologies (Feather & Boeckmann, 2007). Since the results of the study prove the most recent modifying role of self-efficacy inhibiting the impact of the perception of gender discrimination on the intention of job rotation, at least in the United States, we stress the importance of designing and implementing training programs that will raise women’s self-efficacy and enhance their ability to overcome the obstacles generated by gender discrimination in the workplace by introducing them to the most effective strategies

for coping with and overcoming these difficulties in order to reduce the percentage of women who leave STEM workforce.

In general, Discriminatory practices will not go disappear on their own. Discrimination must be eliminated by deliberate, targeted, and consistent actions and policies by all parties involved over time. Managers and policymakers from the three countries are advised to take national cultural attributes besides individual characteristics into consideration when developing national and organizational policies and interventions. The goal of gender equality can be achieved by operationalizing a justice system that makes full use of the skills and capabilities of women and elimination of gender discrimination in the workplace design and facilitates the implementation of affirmative-action initiatives on a national level to combat the inherent bias against women in high positions, ensuring that female candidates get hired/promoted on the grounds of competence and fair performance evaluation.

In addition to the aforementioned practical implications, this article offers a number of theoretical implications.

In order to better understand the nature of the interrelationship between gender discrimination and the intention of occupational turnover, we suggest that researchers introduce additional variables at the individual and macro levels that we believe are important in upgrading the theoretical model and obtaining more accurate results, such as the economic conditions of the respondents, national laws and legislations related to gender discrimination and national action policies.

Furthermore, the unexpected findings regarding the role of general self-efficacy in SCCT theory open up new avenues for research to address the questions of why general self-efficacy did not play that expected role in the relationship between gender discrimination and intention to leave careers in some cultures as it does in others. What other individual and cultural elements were present and must be taken into consideration while addressing this relationship? Further, Researchers in individual and organizational behavior literature should pay attention that individual variables cannot be handled in isolation from the external world. Testing the correlations between these variables in different cultural settings may give more comprehensive, accurate and generalizable results.

5.4. Conclusion And Study Contributions

This study presented a theoretically grounded framework to guide empirical investigations about gender discrimination and occupational turnover intention of women in STEM workforce. The study included main questions that were answered through a survey targeting women who are working in STEM careers in three countries (USA, Turkey and Jordan) representing two distinctive cultural groups, the questions focused on four main axes: the impact of perception of gender discrimination in human resource management practices on occupational turnover intention, the role of perception of general self-efficacy in this relationship, how do these perceptions differ across different cultural contexts, and does the strength of relationships between these constructs also vary from one culture to another?. In order to relate the study's variables, social cognitive career theory (SCCT) served as the theoretical foundation for conceptual model construction and hypothesis formulation. Results achieved by implying analytical, and statistical tests ensured the validity of the model and tested the study's hypotheses.

The overriding purpose of this study was to determine whether gender discrimination experienced by women in the workplace has a normative role in their intention to leave their STEM careers across different cultural contexts. To accomplish that goal, it became necessary to reach some prerequisite sup-goals. Firstly, the study aimed to determine the level of GD perceived by women working in STEM occupations in USA, Turkey, and Jordan, our findings which are reported in chapter four, revealed that women's perception of gender discrimination in HRM practices appears to be a culturally contextual variable, where women from Turkey and Jordan who were considered as belonging to the one cultural context - cf. chapter tow- showed a similar and relatively higher level of perception of gender discrimination in the workplace than women in the United States, the results explained through theoretically analyzing the cultural characteristics of the three countries relying mostly on Hofstede's cultural dimensions theory, we suggested that cultures with more collectivism and power distance level which Turkey and Jordan belong to are more likely to experience gender discrimination at the workplace. This is due to the inherited stereotypes and cultural norms that enforce mis-conceptualized gender roles and beliefs within its

members, these results add to our understanding of cultural contexts' characteristics in which workplace gender discrimination is more relevant.

further,

Additionally, women's perception of gender discrimination in HRM practices appears to be one of the important causes that motivate women to leave STEM careers in the USA and Turkey; thus, the study supports previous findings that adverse outcomes occur when women perceive the presence of gender discrimination in the workplace may cause negative consequences, including increased turnover intentions. However, this finding is not generalizable to all cultural contexts,

However, The scenario was different for the Jordanian sample, despite the fact that Jordanian women have a relatively high level of GD perception and that there is little difference between Jordanian and Turkish women in this regard. The impression of gender discrimination did not significantly affect OTI. These results shed light on other macro contextual elements that vary within the same cultural group and may have an impact on the nature and degree of influence of gender discrimination, as well as women's attitudes and behaviors toward such discrimination, such as the women's economic status national laws and legislation pertaining to gender discrimination in the country.

The study also sought to ascertain the moderating impact of GSE on this relationship. By relying on SCCT theory as a theoretical base and examining the level of perceived general self-efficacy, interestingly, the results revealed that GSE is also varied across cultures, as American women showed a relatively higher perception of self-efficacy compared to women from Turkey and Jordan, who showed similar perception levels. However, the findings were unable to generalize its findings across samples because it only found a moderating effect for general self-efficacy in the US sample and only in cases of low self-efficacy perceptions.

This study is significant from both theoretical and practical perspectives. Our study updated the literature with recent results from different contextual and geographical scopes to keep up with global, social and cultural changes, which supported and contradicted the findings of others. Starting with the practical aspects, this study helped in understanding some of the reasons for the low representation of women in the fields of STEM, as the survey questions focused on the intention of women to leave the career as a whole and not to leave

the organization or job position to move to another organization or another job position in the same career field,

This calls attention to the fact that increasing the representation of women in this field may not only call for encouraging girls to pursue these specialties during the educational stage, but it is also crucial to preserve the women who are currently working in STEM professions and deter their intention to leave by eradicating the discriminatory practices they may be exposed to in the workplace.

The study's findings are essential for bringing attention to the consequences of discriminatory HRM practices and providing real-world practical implications. Our implications are particularly useful for practitioners in the global community. Especially multinationals that operate in various countries.

Overall, Managers would benefit from a greater awareness of cultural norms with respect to gender roles and equal opportunity across the countries represented in their workforce. Having a clear understanding of these can help managers prevent discrimination from occurring and should also better allow them to mitigate its adverse effects when it does occur. It is also important to design programs to leverage women's self-efficacy in STEM that may inhibit the negative consequences of gender discrimination, this is particularly true for women from certain cultures as USA (as evidenced by our finding that US women's perception of their general self-efficacy moderates perceived gender discrimination–turnover intention relationships).

Regarding the theoretical aspects, this study contributes to the field of study by enhancing the applicability of SCCT theory in two important scopes. Firstly, although the study was originally conceived within the individual career development literature, developing a focus on discriminatory practices associated with job decisions necessitated a more expansive approach based on theories that addressed career development, human resource management, and gender discrimination in different cultural contexts. More specifically, it required a theory linking occupational decisions and discrimination with the dimension of a national culture, where these connections were most useful in explaining the nature of the relationship between variables in a multilevel scope. By providing a cross-cultural perspective on the occurrence and effects of gender discrimination in STEM fields,

this study advances the field of research. Supporting the applicability of this model not only at the individual level but also at the macro level.

Furthermore, the common use of this theory is to predict and address the career choices of students in the educational stage of the career development process. However, our study added to the very little literature that addresses the process of professional development in the post-employment stage.

Author's Final words

Enhancing gender equality and inhibiting gender discrimination in the workplace should be on the agenda of country leaders. If we are serious about changing the negative consequences of workplace gender discrimination against women in the workplace and rising women's representation in STEM workforce, the equity solutions and inside-company actions alone are not sufficient. Rather, what also must be challenged is the inherited gender stereotypes and discriminatory beliefs that have been developed across cultures. It’s a multilevel argument that must be viewed in a holistic and integrated manner by all parties, including society, policymakers, decision-makers, managers, and women themselves, all of whom are accountable for eradicating stereotypes and prejudice against women through adequate actions that consider differences in individuals' characteristics and cultural backgrounds.

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Appendixes

Appendix A

Descriptive Statistics (USA Sample)

	Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
GD1	117	1.0	5.0	2.866	1.1269	-.056-	-.962-
GD2	117	1.0	5.0	2.504	1.1037	.316	-.749-
GD3	117	1.0	5.0	3.067	1.2263	-.018-	-.972-
GD4	117	1.0	5.0	2.412	1.1380	.573	-.479-
GD5	117	1.0	5.0	2.714	1.2013	.093	-1.137-
GD6	117	1.0	5.0	2.882	1.0750	.238	-1.002-
OTI1	117	1.0	5.0	2.647	1.2527	.278	-1.061-
OTI2	117	1.0	5.0	2.462	1.21144	.274	-.972-
OTI3	117	1.0	5.0	2.6471	1.2473	.314	-1.068-
GSE1	117	1.0	5.0	3.336	1.2232	-.332-	-1.088-
GSE2	117	1.0	5.0	3.218	1.1436	-.198-	-.755-
GSE3	117	1.0	5.0	3.235	1.1550	-.205-	-.904-
GSE4	117	1.0	5.0	3.134	1.1041	-.309-	-.772-
GSE5	117	1.0	5.0	3.143	1.1952	-.190-	-.912-
GSE6	117	1.0	5.0	3.370	.9555	-.390-	-.683-
GSE7	117	1.0	5.0	3.210	1.1994	-.235-	-1.004-
GSE8	117	1.0	5.0	2.966	1.2277	.009	-1.159-
GSE9	117	1.0	5.0	3.269	1.1327	-.264-	-.881-
GSE10	117	1.0	5.0	3.176	1.1472	-.182-	-.996-
Valid N	117						

Appendix B

Descriptive Statistics (Turkey Sample)

	Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
GD1	115	1.0	5.0	3.817	.9513	-.558-	-.945-
GD2	115	1.0	5.0	3.417	1.0172	-.102-	-.741-
GD3	115	1.0	5.0	3.417	1.2282	-.355-	-.758-
GD4	115	1.0	5.0	3.713	1.0410	-.443-	-.675-
GD5	115	1.0	5.0	3.548	1.0699	-.323-	-.679-
GD6	115	1.0	5.0	3.313	.8519	.040	-.945-
OTI1	115	1.0	5.0	3.017	1.2494	-.088-	-1.188-
OTI2	115	1.0	5.0	3.026	1.36749	-.158-	-.828-
OTI3	115	1.0	5.0	3.243	1.1732	-.283-	-.696-
GSE1	115	1.0	5.0	3.078	1.0773	-.072-	-.953-
GSE2	115	1.0	5.0	3.035	1.0339	.123	-.823-
GSE3	115	1.0	5.0	3.017	1.1393	.038	-1.028-
GSE4	115	1.0	5.0	3.165	1.2207	-.087-	-.629-
GSE5	115	1.0	5.0	2.791	1.1585	.246	-.911-
GSE6	115	1.0	5.0	2.974	1.0798	-.373-	-.593-
GSE7	115	1.0	5.0	2.870	1.0219	.266	-1.088-
GSE8	115	1.0	5.0	2.861	1.2558	.024	-.979-
GSE9	115	1.0	5.0	3.009	1.2030	.106	-.938-
GSE10	115	1.0	5.0	2.957	1.1876	.053	
Valid N	115						

Appendix C

Descriptive Statistics (Jordan Sample)

	Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
GD1	211	1.0	5.0	3.377	1.4187	-.267-	-1.300-
GD2	211	1.0	5.0	2.899	1.3088	.045	-1.175-
GD3	211	1.0	5.0	2.768	1.3950	.237	-1.196-
GD4	211	1.0	5.0	2.715	1.3075	.134	-1.174-
GD5	211	1.0	5.0	2.773	1.3004	.135	-1.125-
GD6	211	1.0	5.0	3.024	1.2005	.072	-.865-
OTI1	211	1.0	5.0	2.174	1.2419	.755	-.572-
OTI2	211	1.0	5.0	2.251	1.29339	.656	-.772-
OTI3	211	1.0	5.0	2.376	1.3200	.640	-.842-
GSE1	211	1.0	5.0	2.971	1.2615	-.033-	-1.030-
GSE2	211	1.0	5.0	3.063	1.2152	-.170-	-.923-
GSE3	211	1.0	5.0	2.976	1.1842	-.006-	-.940-
GSE4	211	1.0	5.0	3.217	1.1087	-.375-	-.645-
GSE5	211	1.0	5.0	3.285	1.1152	-.371-	-.632-
GSE6	211	1.0	5.0	2.918	1.1567	.029	-.853-
GSE7	211	1.0	5.0	2.918	1.1692	-.041-	-1.014-
GSE8	211	1.0	5.0	2.937	1.1991	-.083-	-1.026-
GSE9	211	1.0	5.0	2.947	1.2893	-.024-	-1.158-
GSE10	211	1.0	5.0	3.111	1.2077	-.249-	-.882-
Valid N	211						

Appendix D

Study Questionnaire (English)

Hello,

This Survey is designed for a doctoral dissertation. The aim of the thesis is to conduct international research on the career development and gender-based barriers women encounter in career life, especially in science, technology, engineering, and mathematics fields (STEM). Therefore, the support of you, esteemed professional women, is of huge importance in gathering the necessary data.

By answering the questionnaire below, you can contribute to both academic knowledge in this field and efforts to empower women in the workplace. If you share the survey form with other female employees around you, we will be able to increase this contribution and reach healthy data.

Thank you for your interest and support

.

Dissertation Title: The Relationship Between Gender-Based Barriers and Women's Career Development Of women in STEM, a cross-national study in Turkey, Jordan, and the USA.

Section 1 :

Age : ( ) 30 or less ( ) 31-40 ( ) 41 -50 ( ) 51 or more

Career level: ( ) beginner ( ) intermediate ( ) experienced ( ) expert

Job category: ( ) operational & technical ( ) Professional

( ) supervisor & manager ( ) Academician

Sector : ( ) Governmental Sector ( ) private Sector ( ) Non for profits NGOs.

Career field ( ) Astronomy ( ) Biology ( ) Electrical /industry /energy engineering

( ) Mathematics ( ) Chemistry ( ) Computer science

( ) Geology ( ) Physics ( ) Information technology

( ) Other ……

Country : ( ) USA ( ) Turkey ( ) Jordan

Section 2 :

Please answer the following questions based on your experience and personal perception of your current career

Note : (1 =Strongly disagree), (2 = Disagree), (3 = Neither agree nor disagree), (4 = Agree), (5 = Strongly agree)

	1	2	3	4	5
1. In this career, men are recruited more easily than women					
2. In this career, men are promoted more frequently than women					
3. In this career, men are given more pay and benefits than women					
4. In this career, men and women are allocated different jobs					
5. In this career, men are given more training opportunities than women					
6. In this career, women are laid-off more than men					

	1	2	3	4	5
1. I often think about quitting my career					
2. I plan to stay in my career for some time					
3. I have often thought about giving up this career completely					

Section 3 :

When things aren't going well for you at work, how confident are you that you can:

Note : (1 =Strongly disagree), (2 = Disagree), (3 = Neither agree nor disagree), (4 = Agree), (5 = Strongly agree)

	1	2	3	4	5

I can always manage to solve difficult problems if I try hard enough.					
If someone opposes me, I can find the means and ways to get what I want.					
It is easy for me to stick to my aims and accomplish my goals.					
I am confident that I can deal efficiently with unexpected events.					
Thanks to my resourcefulness, I know how to handle unforeseen situations.					
I can solve most problems if I invest the necessary effort.					
I can remain calm when facing difficulties because I can rely on my coping abilities.					
When I am confronted with a problem, I can usually find several solutions.					
If I am in trouble, I can usually think of a solution.					
I can usually handle whatever comes my way.					

Appendix E

Study Questionnaire (Turkish)

Merhaba,

Bu anket formu, bir doktora tez çalışması için tasarlanmıştır. Tezin amacı, özellikle bilim, teknoloji, mühendislik ve matematik (STEM) alanlarında meslek edinmiş kadınların kariyer gelişimleri ve iş yaşamında karşılaştıkları cinsiyete dayalı engeller üzerine uluslararası bir araştırma yapmaktır. Bu nedenle, siz değerli meslek mensubu kadınların desteği, gerekli verilerin toplanabilmesi için kritik önem taşımaktadır.

Aşağıdaki anketi cevaplayarak, hem bu alandaki akademik bilgi birikimine hem de kadınların çalışma hayatındaki yerinin güçlendirilmesine yönelik çalışmalara katkıda bulunabilirsiniz. Anket formunu çevrenizdeki diğer kadın çalışanlarla da paylaşırsanız, bu katkıyı çoğaltmamız ve sağlıklı veriye ulaşmamız mümkün olacaktır.

Tez adı: Cinsiyete Dayalı Engeller ve Kadınların Kariyer Gelişimi Arasındaki İlişki: Türkiye, Ürdün ve ABD Üzerine Uluslararası Bir Karşılaştırma.

İlginiz ve desteğiniz için teşekkür ederiz

.

1. Bölum

Lütfen uygun seçeneği seçiniz.

Yaş : ( ) 30'dan az ( ) 31-40 ( ) 41 -50 ( ) 51'den fazla

Kariyer seviyesi: ( ) Giriş ( ) Orta ( ) Deneyimli ( ) İleri aşamada

İş kategorisi

( ) Operasyonel veya teknik ( ) Profesyonel veya Serbest çalışan

( ) Süpervizör veya yönetici ( ) Akademisyen

Sektör ( ) Kamu ( ) Özel ( ) STK

Kariyer Alanı

( ) Astronomi ( ) Biyoloji

( ) Mühendislik ( ) Matematik

( ) Kimya ( ) Bilgisayar Bilimi

( ) Jeoloji ( ) Fizik

( ) Bilgi Teknolojisi ( ) Başka ……

ÜLKE:

( ) ABD ( ) Türkiye ( ) Ürdün

2. Bölüm

Lütfen aşağıdaki soruları mevcut kariyerinize ilişkin deneyiminize ve kişisel algınıza göre yanıtlayınız. (1=kesinlikle katılmıyorum), (2=katılmıyorum), (3= kararsızım), (4= katılıyorum), (5= kesinlikle katılıyorum).

	1	2	3	4	5
Bu meslekte erkekler kadınlardan daha kolay işe alınır.					
Bu meslekte erkekler kadınlardan daha sık terfi alır.					
Bu meslekte erkeklere kadınlardan daha fazla ücret verilir.					
Bu meslekte erkeklere ve kadınlara farklı işler verilir.					
Bu meslekte erkeklere kadınlara göre iş geliştirme için daha fazla fırsat verilir.					
Bu meslekte kadınlar erkeklerden daha fazla işten çıkarılır.					

	1	2	3	4	5
Mesleki kariyerimi bırakmayı sıklıkla düşünüyorum.					
Bu mesleki kariyerde bir süre kalmayı planlıyorum.					
Bir yıl içinde bu meslekten farklı bir kariyer aramayı planlıyorum.					

3. Bölüm

İş yerinde işler iyi gitmediğinde aşağıdakileri yapabileceğinizden ne kadar eminsiniz:
Not : (1 = Kesinlikle katılmıyorum), (2 = Katılmıyorum), (3 = Ne katılıyorum ne katılmıyorum), (4 = Katılıyorum), (5 = Kesinlikle katılıyorum)

	1	2	3	4	5

Yeterince denersem, her zaman zor sorunları çözmeyi başarabilirim.					
Biri bana karşı çıkarsa, istediğimi elde etmenin yollarını bulabilirim.					
Hedeflerime bağlı kalmak ve hedeflerime ulaşmak benim için kolaydır.					
Beklenmedik olaylarla verimli bir şekilde başa çıkabileceğime eminim.					
Becerikliliğim sayesinde, öngörülemeyen durumlarla nasıl başa çıkacağımı biliyorum.					
Gerekli çabayı gösterirsem çoğu sorunu çözebilirim.					
Zorluklarla karşılaştığımda sakin kalabilirim çünkü başa çıkma yeteneklerime güvenebilirim.					
Bir sorunla karşılaştığımda genellikle birkaç çözüm bulabilirim.					
Başım beladaysa, genellikle bir çözüm düşünebilirim.					
Genelde önüme çıkan her şeyi halledebilirim.					

Appendix F

Study Questionnaire (Arabic)

مرحبا ،

تم تصميم هذا الاستبيان لإجراء بحث دولي حول التطور الوظيفي والحواجز القائمة على النوع الاجتماعي التي تواجهها النساء في الحياة المهنية لذلك ، فإن دعمكم أيها المهنيات المحترمات له أهمية بالغة من أجل جمع البيانات اللازمة.

من خلال الإجابة على الاستبيان أدناه ، يمكنك المساهمة في المعرفة الأكاديمية في هذا المجال والجهود المبذولة لتعزيز مكانة المرأة في الحياة العملية. إذا قمت بمشاركة نموذج الاستبيان مع الموظفات الأخريات من حولك ، فسنكون قادرين على زيادة هذه المساهمة والوصول إلى بيانات أكثر دقه . شكرا لك على اهتمامك ودعمك.

عنوان البحث : العلاقة بين الحواجز القائمة على النوع الاجتماعي والتطور المهني للمرأة , دراسة مقارنة عبر الثقافات في الولايات المتحدة الأمكية وتركيا والأردن .

القسم 1 :

العمر: ( ) 30 أو أقل ( ) 31-40 ( ) 41-50 ( ) 51 أو أكثر

المستوى الوظيفي: ( ) مبتدئ ( ) متوسط ( ) من ذوي الخبرة ( ) خبير

تصنيف الوظيفة: ( ) التشغيلية والتقنية ( ) احترافي ( ) مدير مشرف ( ) أكاديمي

القطاع: () القطاع الحكومي () القطاع الخاص () الجمعيات الأهلية غير الربحية.

المجال الوظيفي ( ) الفلك ( ) مادة الاحياء ( ) هندسة الكهرباء / الصناعة / الطاقة
( ) الرياضيات ( ) كيمياء ( ) علوم الكمبيوتر
( ) جيولوجيا ( ) الفيزياء ( ) تكنولوجيا المعلومات
( ) آخر .....

الدولة : ( ) الولايات المتحدة الأمريكية ( ) تركيا ( ) الأردن

القسم 2 :

الرجاء الإجابة على الأسئلة التالية بناءً على خبرتك وتصورك الشخصي لمهنتك الحالية

	1	2	3	4	5
يتم توظيف الرجال بسهولة أكبر من النساء في هذه المهنة.					
يتم ترقية الرجال أكثر من النساء في هذه المهنة.					
يتقاضى الرجل أجرًا أعلى من أجر المرأة في هذه المهنة.					
في هذه المهنة ، يتم إعطاء الرجال والنساء وظائف مختلفة.					
في هذه المهنة ، يُمنح الرجال فرصًا لتطوير الأعمال التجارية أكثر من النساء.					
في هذه المهنة ، يتم تسريح النساء أكثر من الرجال.					

	1	2	3	4	5
كثيرا ما أفكر في ترك هذه المهنية.					
أخطط للبقاء في هذه المهنة المهنية لفترة من الوقت.					
أخطط للبحث عن مهنة مختلفة عن هذه المهنة في غضون عام.					

	1	2	3	4	5
إذا حاولت بجدية كافية ، يمكنني دائمًا حل المشكلات الصعبة.					
إذا عارضني شخص ما ، يمكنني إيجاد طرق للحصول على ما أريد.					
من السهل علي التمسك بأهدافي وتحقيقها.					
أنا واثق من أنني أستطيع التعامل مع الأحداث غير المتوقعة بكفاءة.					
بفضل دهاءتي ، أعرف كيف أتعامل مع المواقف غير المتوقعة.					
يمكنني حل معظم المشاكل إذا بذلت الجهد اللازم.					
يمكنني أن أبقى هادئًا عند مواجهة الصعوبات لأنني أستطيع الوثوق بقدراتي على التأقلم.					
عندما أواجه مشكلة ، عادة ما أجد عدة حلول.					
إذا كنت في مشكلة ، يمكنني عادة التفكير في حل.					
يمكنني عادة التعامل مع أي شيء يأتي في طريقي.					