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# Equality at work: Exploring the voices of female librarians in Punjab, Pakistan

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**Abstract:** The study aimed to investigate the concept of workplace equality as experienced and perceived by female librarians of Punjab, Pakistan. Through this investigation, the study aimed to contribute to the broader discourse on creating equitable and inclusive workplaces for women in the field of library and information science. A qualitative research method based on semi-structured interviews was employed to meet the objectives of the study. The interview guide was used to collect data from female librarians working in the Higher Education Commission's (HEC) recognized public and private sector universities of the Punjab, Pakistan. According to the results, female librarians shared that they have faced gender-based discrimination in job allocation as male librarians were favored for tasks with additional wages or representation at corporate events. Private sector candidates reported issues related to career development opportunities as managers often restrict participation in seminars, conferences, and higher education pursuits. The study also highlighted that inequalities or discriminations affect employees motivation and enthusiasm. This study highlights issues of inequality from a female perspective in the library and information science field, contributing to a deeper understanding of the key factors to ensure equitable workplaces. This study may be a useful contribution to the body of research literature, as well as the findings may help in sensitizing the management and authorities to control the work environment to facilitate females, and to make female-oriented policies.

**Keywords:** workplace; equality-workplace; libraries as workplace; female librarians; librarians-Pakistan

## 1. Introduction

Pakistan Vision 2025 had an ambitious goal of increasing women's participation in the national workforce. The twelve-year vision possesses seven pillars and twenty-five goals: "People first; growth; governance; water, energy, and food security; entrepreneurship; knowledge economy; and regional connectivity". Goal three of the first pillar (people first) states, "TO increase the country's female labor force ratio from twenty-four percent to forty-five percent by 2025" (Ministry of Planning, Development and Reform, 2025, p. 101). Therefore, to increase the labor force ratio of females, it is crucial to provide them with needed facilities at the workplace. Pakistan's government has been taking initiatives to provide a safe environment for females to ensure the equal, safe, and unbiased participation of females in every walk of life. The state and its administration are effectively playing their role in empowering Pakistani females by providing them equal and exceptional rights regardless of the field they choose to work in. However, women's workforce participation is still meager and statistics are not encouraging. Women's labor force participation in

Pakistan is significantly lower than men's, at 20.73% compared to 78.08% (Zulfiqar et al., 2024). Similarly, according to the International Labor Organization, the ratio of Pakistani women in the workforce was 21.6 percent in 2018, which was increased to 24.3 percent by 2025 (ILO, n.d.). Therefore, considering the importance of women's inclusion in the workforce, it is imperative to identify the factors that affect females joining the workforce.

## **2. Literature review**

Workplace equality ensures fair treatment and equal opportunities for all employees, regardless of gender, age, race, religion, or educational background. One of the most common variables associated with workplace inequalities is gender. Though various policies and initiatives have been taken to ensure gender equality, disparities still persist. The World Economic Forum (2023) highlighted that women face barriers in hiring, promotion, and compensation compared to their male counterparts. Similarly, ILO (2022) highlighted a gender pay gap with women earning less than men for similar roles and qualifications (International Labour Organization, 2022). Ryan (2022) also discussed gender-based inequalities such as women's underrepresentation in leadership roles and the gender pay gap. Hing et al. (2023) highlighted some organizational factors such as workforce demographic diversity and HR policies that significantly affect gender inequities in hiring and promotions. Based on age, Drydakis et al. (2023) reported that older White British men and women, as well as older Black British men and women, face barriers in accessing job opportunities and are often placed in lower-paid positions compared to younger White British men. In relation to this, Khan et al. (2023) opined that occupational segregation is highest among elderly males and females, with elderly females experiencing the most pronounced segregation across all groups. For this study, workplace equality is an umbrella term that further deals with inequalities based on gender, age, educational background or experience. Though gender has been widely discussed in literature, the value of other factors cannot be denied.

Literature highlights various professions and work environments where employees encounter discrimination or inequalities. Inequalities create dissatisfaction among employees about their jobs and compel them to leave their position in the organization (Ghiselli et al., 2001). The major challenges faced by females at workplaces include discrimination, difficulties in promotion, long working hours and physical job conditions, and fewer opportunities for promotion (Abdin, 2008; Li and Leung, 2001; Okumus et al., 2010).

Hussain et al. (2016) have studied the gender discrimination and career mobility of female bank employees and reported that female bank employees faced gender discrimination when it came to job promotions. In a qualitative study, Johnson (2018) conducted in-depth interviews to investigate the experiences of female administrators to understand the gender inequalities they faced during their careers. The participants highlighted that they encountered major challenges in pay and promotions. Eva et al. (2021) demonstrated that women earn less as compared to their male counterparts, as well as women were ranked in lower ranks as compared to their male colleagues. These inequalities in terms of salary and promotions were identified in the context of

librarianship. Similarly, Howard et al. (2020) also concluded that males make more money as compared to females in librarianship. Zhu et al. (2012) highlighted that Pakistani working women faced issues of inequality in the workplace. Jafri and Ali (2021) highlighted wage discrepancies and gender discrimination as key factors affecting the workplace experience and performance of female librarians working in Karachi. Ashiq et al. (2021) also reported gender discrimination as one of the many challenges that hinder the career progression of female librarians in Pakistan. Ashiq et al. (2025) reported the predominance of male librarians for leadership positions in academic libraries of Punjab, further emphasizing the structural challenges women face in the profession. Kumari and Saroja (2023) highlighted organizational issues that hinder women librarians; the issues include gender discrimination, harassment, and lack of recognition.

Cornwall and Aniyidoho (2010) reported that the major obstacles for empowering women are violence and gender discrimination. A diverse group of 350 female employees from thirty different ready-made garment manufacturers in Bangladesh participated in a study by Fatema (2019) that contrasted gender equality and women's empowerment. According to the findings, women's empowerment was hampered by gender inequity. Therefore, in order to improve the job satisfaction and performance of female employees, gender equality should be prioritized over women's empowerment. According to Trinkenreich et al. (2022), bias against women in the workplace still occurs on the ground, and gender-based stereotypes and prejudices, gender orientation, workload participation, and work and family are the main contributing factors.

Zulfiqar et al. (2024) also noted that women face significant gender bias and discrimination, limiting their access to leadership roles. Cultural stereotypes associate leadership with traits like assertiveness and decisiveness, often linked to men, while women are perceived as more nurturing. This bias contributes to their underrepresentation in management. Noreen et al. (2024) also reported that working women face persistent challenges, including gender-based discrimination, the dual burden of job and domestic responsibilities, and limited institutional support. Additionally, the fear of retaliation discourages reporting of workplace harassment, which further reinforces gender disparities.

The above-cited literature highlights the systemic barriers that continue to impact women's professional experiences. This also shows that there are barriers that affect women's participation in various professional sectors, including academic libraries. This study aims to explore the concept of workplace equality among female librarians in Punjab, Pakistan, shedding light on their experiences and the structural inequalities they navigate. This study will contribute to the existing body of literature on workplace equality, librarianship and gender studies as this will amplify the voices of female participants within the local context of Pakistan. By identifying key factors influencing workplace equality in this context, the research contributes to fostering more equitable and inclusive workplaces within the library and information science field. The objectives of this study were to:

- Examine demographical disparities faced by female librarians,
- Investigate inequalities faced by female librarians in:
  - Recruitment, and hiring processes;

- Promotions, increments, and evaluations;
- Vacations and time relaxation;
- Training and career-wise progress.
- Explore the response of female librarians to the inequalities.
- Highlight the role of workplace equality in fostering a congenial and supportive environment for female librarians.

### **3. Theoretical framework**

This research employs fundamental principles of feminist standpoint theory to inform its methodological framework. The feminist standpoint theory asserts that knowledge is contextually grounded, suggesting that individuals from marginalized groups possess distinct insights into social realities shaped by their lived experiences. Consequently, this approach posits that research addressing power dynamics ought to commence with the voices of these marginalized populations, thereby yielding both descriptive and normative insights regarding the influence of power structures on knowledge generation. Within this framework, the research emphasizes the lived experiences of participants while recognizing the role of social and demographic factors—including gender, age, and professional status—in shaping their perceptions. By embracing a diverse array of perspectives, this methodology resonates with the core tenets of feminist standpoint theory, which advocate for initiating research rooted in the realities faced by individuals who may be disadvantaged within particular professional or societal systems. Furthermore, this standpoint correlates with the notion of situated knowledge (Haraway, 1988), which posits that all knowledge is molded by the sociocultural contexts surrounding the knower. Utilizing this lens enables the study to uncover nuanced insights, acknowledging that participants' experiences are inevitably shaped by their unique social standings and professional contexts.

### **4. Research methodology**

Qualitative research, as defined by Creswell (2014), focuses on understanding the meanings individuals or groups attribute to social or human problems. It involves studying people in their natural settings to comprehend how their experiences and behaviors are influenced by various contexts (Hennink et al., 2011). Therefore, qualitative research is employed to carry out the study. Furthermore, interviews are the primary method of data collection, chosen for their ability to explore specific incidents or viewpoints in detail (Tenopir, 2011). The interviews are semi-structured, allowing for flexibility while maintaining a basic framework (Gray et al., 2007). Interviews were selected to gain in-depth insights of female librarians regarding workplace equality. Additionally, interviews allow the researcher to probe deeper into specific issues, ensuring a comprehensive understanding of the issues at hand. For further smooth interviews, a self-developed interview guide was utilized, which undergoes revision based on feedback from the coauthor and experts. Mcgrath et al. (2019) recommend conducting a pilot study prior to the main interviews to refine the questions for clarity and language. Thus, a pilot study was conducted with six female librarians from Lahore, Pakistan. These pilot interviews helped in refining the

interview guide by identifying redundant or unclear questions. These interviews also helped in improving question sequencing and enhancing the overall structure of the interviews to ensure a more focused and meaningful data collection process.

The main sample for the study includes female librarians from the public and private sector university libraries of Punjab, Pakistan. Punjab is one of the largest provinces of Pakistan, and is also known as an education hub with the highest number of academic institutes. Public universities are government-funded, and private universities function independently. The distinction between these often influences workplace policies, resource allocation, and employment practices, which can impact the experiences of employees. However, both sectors are regulated by the guidelines of HEC. The Higher Education Commission is an independent, autonomous, and constitutionally established institution of primary funding, overseeing, regulating, and accrediting the higher education efforts in Pakistan.

At the time of data collection, there were 69 public and private sector universities with 102 female librarians. Female librarians were specifically considered for this study due to the long-standing perception of librarianship as a women-oriented profession, dating back to the 1850s (Rubin, 2017). For future procedures, the researcher prepared a detailed contact list of female librarians. A consent email was randomly sent to forty female librarians, of whom twenty responded positively and agreed to participate. They were then contacted for interview scheduling, but only fourteen could participate due to their personal and professional commitments. Interviews were conducted online and via telephone using Zoom and mobile phones, with recordings made with permission from participants (Jamshed, 2014). The interviews were conducted online due to geographical distance. Additionally, interviews with nearby librarians were also conducted online because of the COVID-19 outbreak and subsequent post-COVID lockdowns. Each interview lasted from 35 to 40 min. Transcripts of the interviews are prepared, translated, and checked for accuracy, with insignificant utterances removed during transcription (McGrath et al., 2019). Data analysis follows Creswell's (2014) recommended steps of preparation, exploration, and analysis. Transcripts are coded to identify categories and themes, with thematic analysis aiding in understanding emerging patterns (Braun and Clarke, 2006). Nvivo software is employed for data analysis. To ensure validity, procedures for data collection and analysis are transparently described to participants, and their identities are kept confidential (Creswell, 2014). Member checking is utilized, where participants review transcripts for accuracy, enhancing the credibility of the findings (O'Connor and Gibson, 2003). The researcher ensured participants' anonymity by keeping the data confidential and using coded identifiers instead of personal details in transcripts and reports. A thematic analysis was conducted using a deductive approach, guided by predefined themes based on the study's objectives and existing literature. The interview questions were designed around these themes to ensure focused data collection.

## **5. Data analysis**

This section presents the analysis of data collected during the qualitative phase through interviews.

### 5.1. Respondents’ demographic and professional characteristics

The demographical details of the participants show that half of the participants belonged to the private sector while half of the participants belonged to the public sector. According to **Table 1**, eight librarians are working under male supervision, while 5 participants are working under female supervision. However, one participant shared that her manager has an additional charge for the library.

**Table 1.** Respondents’ demographic and professional characteristics.

Tags	Age	Qualification	Experiences in years	Organizational sector	Manager’s gender
P1	32	MPhil	8	Public	Male
P2	24	Masters	3	Private	Female
P3	25	Masters	4	Private	Female
P4	35	MPhil	10	Public	Male
P5	35	Masters	12	Private	Male
P6	28	Masters	5	Private	Male
P7	29	MPhil	7	Private	Female
P8	32	MPhil	9	Public	Female
P9	29	Masters	6	Public	Male (Dean)
P10	32	MPhil	8	Public	Female
P11	27	Masters	5	Private	Male
P12	38	MPhil	14	Public	Male
P13	33	Masters	9	Public	Male
P14	26	Masters	4	Private	Male

### 5.2. Workplace equality

The participants were asked to share if they faced any discrimination or inequality;

- Based on demographic variables;
  - For recruitment and hiring;
  - For promotions, increments, and evaluations;
  - For vacations and time relaxation;
  - For training and career-wise progress;
  - Participant’s response to discrimination or inequalities;
  - Role of equality in making workplace congenial.
- a) Inequalities at workplace based on demographics

The interviews with librarians revealed notable disparities in their workplaces based on their demographics. The results didn’t report any inequalities or discriminations based on age, experience. However, some issues related to gender, and educational background were reported. Gender discrimination was a common concern among participants. It was noted that men were often preferred for certain tasks and roles that came with extra benefits. P1 mentioned that, “I have experienced workplace inequalities repeatedly. Despite being equally capable, tasks that both men and women can perform are consistently assigned to male colleagues. Even when I contribute just as much to a task, a male colleague is chosen to present it. At university gatherings

and events, men are preferred, and the same bias applies to evening duties”. Despite equal contributions, males were favored for leadership positions and presentations. P4 elaborated that, “During the hiring process, factors like educational background and past experiences play a crucial role in evaluations”. P2 shared that the boss showed a clear preference for males, indicating gender bias in the workplace. Despite occasional exceptions for highly qualified females, gender discrimination persisted in various aspects of their professional lives. These accounts highlight the ongoing challenges faced by librarians in navigating workplace inequalities, particularly concerning gender biases and favoritism based on personal connections and perceived abilities.

b) Discrimination or inequalities for recruitment and hiring

Seven participants stated that they hadn’t personally observed any discrimination or inequality during the hiring procedures in their respective departments. Those working in the private sector noted that the final decision often rested with the manager. P7 explained that, “Sometimes the nature of the job or its designation influenced hiring decisions. In our university, males were often preferred for evening duties because of safety concerns related to women traveling at night. On the other hand, females were favored for roles in the library’s reference section, as their presence was believed to create a softer and more approachable impression for users”. P4 shared that, “During the hiring process, the team places significant importance on the institute we graduated from. If it’s a well-known or prestigious university, candidates are given preference, while those from lesser-known institutions often struggle to get the same opportunities, regardless of their skills or experience”. Both P2 and P3 emphasized that success in interviews often depended on making a favorable impression, implying that personal rapport with decision-makers could influence hiring outcomes. Employees in the government sector highlighted the presence of formal boards overseeing hiring procedures, suggesting a more structured approach that minimized potential biases.

c) Discrimination or inequalities for promotions, increments, and evaluations

Employees from the public and private sectors expressed contrasting perspectives on promotions, increments, and evaluations. In the private sector, there was a prevalent belief that favoritism played a significant role in these processes. Employees felt that those who were favorites of managers enjoyed promotions and increments (P11), while those who were their favorites faced challenges. For instance, P2 shared that, “My manager withheld my salary raise because she had some issues with me”. P12, P13, and P14 echoed this sentiment, highlighting favoritism in increments. Additionally, P5 and P6 noted that employees with adept flattery skills tended to receive promotions. P3 shared that, “Gift-giving also played a role in promotions. I have noticed that those who give gifts to the manager on special occasions are more likely to be considered for promotions. It seems like their gestures are remembered, and they get preference over others, regardless of their actual performance”. Conversely, participants from the public sector emphasized the presence of formal boards and procedures governing increments and promotions. Consequently, it can be inferred that employees in the private sector faced more discrimination in terms of promotions and increments due to the absence of standardized procedures or merit-based criteria. One participant (P7) mentioned that, “When it came to yearly raises, managers tended to favor employees they were closer to”. P5 added that those who

were proactive and sharp tended to excel, while others were left behind.

d) Discrimination or inequalities for vacations and time relaxation

Female participants from both the public and private sectors expressed that they did not encounter discrimination regarding vacations and flexibility in their schedules. They reported being able to take vacations as needed without facing obstacles. In the private sector, females typically sought approval from their immediate managers before taking time off, while those in the public sector followed established procedures. Participants noted that they occasionally enjoyed flexibility in their schedules, such as arriving late to work without facing criticism from managers. However, this flexibility did not extend to taking time off for further education. Instead, they were required to liaise with the human resources department or corporate development office at their respective institutes for such matters.

e) Discrimination or inequalities for training and career-wise progress

Many participants expressed dissatisfaction with the training and career progression opportunities provided by their managers. P1 reported that, "Manager prefer to nominate male colleagues for trainings and career progression opportunities". They felt that they were often required to attend seminars, conferences, and workshops at their own expense. P6, and P7 highlighted instances where their managers did not attend such events themselves but permitted their subordinates to attend at personal cost. P3 added that, "I wanted to pursue further studies, but my manager didn't allow me to continue my education. It felt unfair as I was held back". P2 recounted a particularly disappointing experience where their manager neither attended nor allowed the team to participate in such events, whether personally or professionally. However, there were a few participants who had more positive experiences. P4 shared that, "My manager not only allowed but actively encouraged and supported us in attending training sessions and workshops. He even accommodated and facilitated our efforts to pursue higher education, making it easier for us to balance work and studies". These contrasting experiences underscored the variability in managerial support for professional development among the participants.

f) Participant's response to discrimination

When asked how they would respond if they felt discriminated against, the majority of participants from the private sector expressed reluctance to take any action due to fear of termination. Consequently, they indicated a willingness to endure and overlook discriminatory situations. Female participants echoed this sentiment, stating that they felt powerless to address discrimination and would simply endure it (P12, P10, P14). Participants highlighted the pervasive influence of male dominance in society as P9 commented that, "In higher education institutions, most authoritative positions are held by men. It feels like no matter what we say, it won't make a difference." In the same way, P2 reported that, "The dominance of males in our society is so strong that speaking up feels pointless, especially in workplaces where men hold most of the power. However, three participants mentioned that they would communicate their grievances to their immediate managers, although they harbored doubts about the effectiveness of such action. Despite their reservations, they felt compelled to express their perspectives, albeit with little expectation of meaningful change.

g) Effects of inequalities on the workplace's congeniality

Inequalities or discrimination in the workplace invariably have detrimental effects on employees. P1 stated that, "inequalities and discrimination demotivate employees, making them feel overlooked and disengaged from their work". Discrimination and inequalities affect the enthusiasm and work efficiency of employees (P4), loyalty (P6), employees creative capabilities (P7), and personal, departmental, and organizational work performance (P11). Participants shared their perspective and emphasized on the importance of female employees actively engaging in departmental activities to showcase their capabilities, asserting that they are equal to their counterparts (p6). Similarly, it is also suggested by P8, that, "females should actively highlight their contributions and accomplishments to gain recognition. It is important to showcase their work with confidence—just as men do—to bridge the gap and ensure their efforts are acknowledged".

## **6. Discussion**

In the workplace, equality is making sure that people are given equal opportunities to learn and grow and are paid equally. In this study, it is observed that age, and educational background were neither significantly highlighted nor required further exploration. However, gender-based discrimination was reported by the participants. It was noted by managers while assigning weekend duties or duties with extra/additional wages. It was also highlighted that managers preferred to nominate male librarians to represent the library in any corporate event. Most participants reported no discrimination in hiring procedures. The employees from the private sector were of the view that the final selection decision depended upon the manager. However, a participant shared that sometimes the hiring depended upon the nature of the job, for example, "My manager would prefer to hire male colleagues for the evening shift as it is easy for them to travel or stay late at work as compared to females". Similarly, they would prefer female librarians for the library's reference section or front desk to give a soft impression to library users. This shows that gender stereotypes influence role assignments within library settings. The employees from the public sector mentioned that there was a procedure for hiring for the public sector and it was important to follow the protocols.

Promotions, increments, and evaluations in the private sector solely depended upon the managers, while the public sector followed through proper boards by following a defined criterion. Librarians explained that they rarely faced any such discrimination in terms of vacations and time relaxation. Employees could avail vacations whenever they needed after getting approvals from the concerned authorities. However, many librarians were disappointed with training and career-wise progress. They shared that, managers do not nominate employees to attend seminars or conferences on behalf of organizations. It is also observed that managers do not allow employees to continue their studies while being on the job; though managers should appreciate and create career development and personal grooming opportunities for employees. It is imperative to highlight that such limitations hinder professional growth and discourage female librarians from involving themselves in lifelong learning activities.

Participants revealed that their organizational policies are not supportive of employee career developments or new learnings. Khan and Ahmed (2013) suggested that opportunities should be given to professionals to improve their qualifications. Agrela et al. (2008) discovered that a lack of professional development opportunities is a cause of labor turnover. Continuing Professional Development (CPD) provides a way through which professionals can keep themselves updated with social and technological developments. As a practitioner of a service-oriented profession, librarians need to stay updated with the latest trends in the profession especially related to technology (Saleem and Ashiq, 2020). Therefore, organizations, especially managers, should encourage librarians to participate in such events.

Responding to the questions related to discrimination, barely any LIP shared that they would communicate informal feedback about the discrimination if faced. Nonetheless, fear of job loss and societal pressures, particularly within a male-dominated culture, contributes to their silence. Discrimination and inequalities affect the work motivation and enthusiasm of employees; therefore, such activities should be avoided in workplaces. Ensuring equality not only motivates employees but also fosters a congenial and supportive environment that enhances productivity and job satisfaction.

Workplace inequalities and discrimination discourage employees, particularly when undeserving individuals receive preferential treatment. Participants emphasized the importance of ensuring freedom of expression so that every employee can share their thoughts openly. Female librarians also highlighted the need for awareness regarding their rights and encouraged women to actively participate in work activities to demonstrate their competence alongside their male counterparts. Organizations should implement female-oriented policies to ensure equal opportunities for women.

In conclusion, while age-based discrimination was not evident, gender-based disparities remained prevalent in task assignments, promotions, and career development opportunities. The study underscores the importance of fostering a supportive and equitable work environment for female librarians by encouraging participation, ensuring fair promotions, and promoting professional development. Organizations should actively create an environment that empowers female librarians through inclusive policies and equal opportunities for growth and recognition.

### **6.1. Limitations of the study**

The study has several limitations in terms of sample, generalizability, and bias. The study was limited to only one province (Punjab) due to the limitations of time and finances. Therefore, the concerns of generalizability arise, as the sample may not fully represent the experiences of female librarians across the country. Also, the responses might be overstated or understated by the participants. The perception of employees may vary among individuals thus affecting the responses. The less participation of female librarians is also a limitation that may have affected the depth and diversity of the data.

### **6.2. Recommendations of the study**

Organizations can take proactive steps to address issues of discrimination and

inequality, fostering a workplace culture that values diversity, inclusion, and fairness. Based on the insights gleaned from participants and researchers, the following recommendations emerge:

- Cultivate an environment where employees feel empowered to voice concerns without fear of reprisal. Establishing open communication channels can effectively address issues of discrimination and inequality.
- Establish and enforce policies tailored to address the needs and challenges faced by female employees. Ensuring awareness and understanding of these policies among all staff members is crucial for creating a more equitable workplace.
- Offer seminars, workshops, and training programs specifically designed to address the needs of female employees. Providing them with the necessary skills and opportunities for career advancement is essential.
- Ensure equal opportunities for female employees to represent academic libraries. Addressing biases that favor male representation at corporate events can help uplift and involve female staff in decision-making processes.
- Structured decision-making processes and anonymous hiring practices can mitigate biases to enhance women's representation in the workforce.
- Address concerns regarding training and career progression opportunities by providing frequent learning opportunities domestically and internationally. Offering higher education opportunities in modern library and information science practices empowers professionals to meet evolving user needs effectively.

By implementing these recommendations, organizations can create a workplace culture that fosters inclusivity, supports career growth, and maximizes the potential of all employee

## **7. Conclusion**

The importance of equality at workplaces cannot be denied as it fosters a fair, inclusive, and productive environment where all employees have equal opportunities. This study explored workplace equality perceptions of female librarians, in results no major issues of workplace equality were reported. However, the findings highlight persistent challenges such as unequal opportunities in recruitment, promotions, and career advancement. Therefore, there is a need for a systematic approach, focusing on eliminating discriminatory practices and creating policies that empower women to thrive in their careers. This has been a new and timely addition to the literature on equality, female employees, and librarianship. Evidence-based policies can be developed to cater to the needs of female professionals in workplaces. Future research including male librarians could provide a comparative perspective on workplace perceptions, further enriching the discourse on gender equality in librarianship.

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