
Career Barriers and Motivations for Women and Men Working in Disaster Risk Reduction: A Snapshot in the Asia-Pacific Region

May 2023



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1. What is happening in Disaster Risk Reduction?

In 2022 the Global Institute for Women's Leadership (GIWL) at the Australian National University and the United Nations Office for Disaster Risk Reduction (UNDRR) came together to discuss how to collaborate to better understand career motivation and barriers among women and men working in disaster risk reduction in the Asia-Pacific region. In particular it was hoped to develop a clear picture of women and men's workplace experiences, including for example, how they are treated by others, the availability of role models, experiences with discrimination, and the quality of their relationships inside and outside of work. The survey sought to understand the impact that these experiences have on women's and men's psychological engagement, including their ambition, leadership aspirations, their sense of fitting in and belonging, their feelings of authenticity or feeling like an imposter; and then in turn, examine how these impact on workplace outcomes including performance, promotion and progression, as well as job satisfaction, health and well-being. The goals of this research are to:

1. Identify enablers and barriers to women's careers and leadership aspirations in disaster risk reduction (DRR)
2. Explore the ways in which workplace outcomes are different for women and men
3. Understand what predicts these differential outcomes and what opportunities there are to redress them

With these priorities in mind, the survey was circulated to members of the Women's International Network for Disaster Risk Reduction (WIN DRR) and other networks of people working in DRR to ask about their

experiences. It included a comprehensive series of questions designed to examine over 50 unique dimensions of DRR professionals' day-to-day experiences among their colleagues, within their workplace, and within their own personal DRR professional networks more generally. Specifically, the survey asked about DRR professionals' (1) workplace treatment, including questions about bullying, discrimination, professional relationships, and role models; (2) psychological engagement, including questions about their sense of fit, work-life balance, identification with their organisation; and (3) well-being and performance outcomes, including questions about job satisfaction, stress and burnout, leadership ambitions, and performance (the full survey can be viewed at <https://bit.ly/3nMXu5j>).

The results revealed a wealth of information, some of it confirming experiences reported in previous surveys, and some of it revealing new insights. Importantly the design of the study allowed us to understand the relationships between the various experiences and psychological and social consequences of these experiences, allowing us to glean insights into some of the processes underlying peoples' experiences working in disaster risk reduction.

1.1 Sample and Methodology

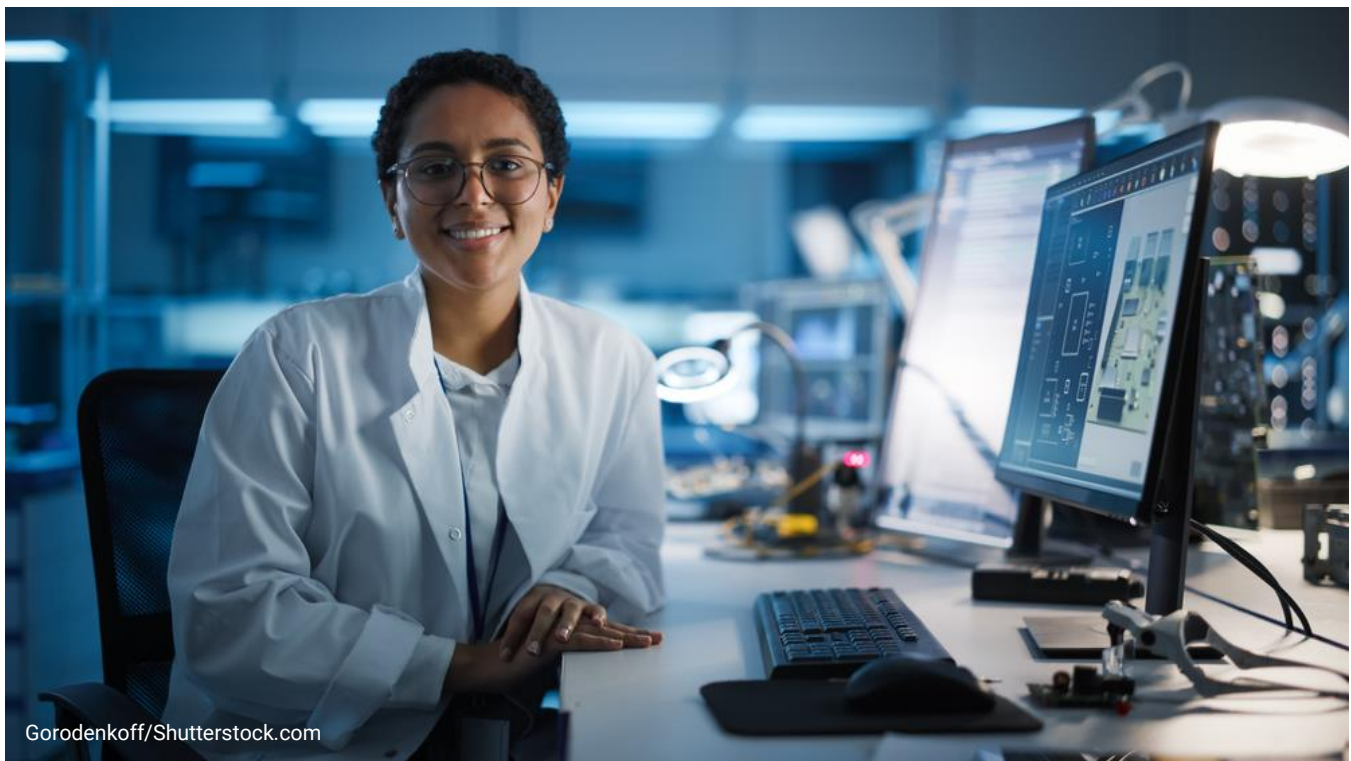
The survey was distributed online by UNDRR including via the WIN DRR newsletter (the membership is not restricted to women) and remained open for online participation from July 2022 to the end of November 2022. In total, 158 responses were received from 158 professionals working in DRR. The results described reflect the experiences and perceptions of the approximately 100 respondents who are working within the DRR profession and who indicated their gender (47% men, 1% self-described, 51% women; 1% did not

disclose). Respondents worked for several different kinds of organisations including non-profit (30%), government (23%), local government (12%), international organisations (11%), private sector (7%), and academia (6%). Most respondents worked across three main sectors: disaster management (53%), education (8%), and gender equality and disability inclusion (8%).

The findings that follow are based on analyses that statistically controlled for a variety of potentially relevant differences between respondents' own backgrounds, including their age, level within their organisation, and leadership status (note: the number of respondents in any particular set of analyses can vary slightly, as some individuals did not complete every survey question). Gender was also controlled for in analyses that did not focus specifically on gender differences. This means the results evidenced here stand true over and above any effects of these background

characteristics on the processes described. However, given the relatively small sample size, it should be noted that these results are limited in terms of their generalizability and may be subject to change with additional respondents. It should also be noted that, given the correlational nature of the data, cause and effect are difficult to tease apart.

This report provides an overview of some of the key predictors identified in the survey of career motivation and ambition for women and men working in disaster risk reduction. It then details the main gender differences observed in survey responses, with a focus on how DRR professionals' day-to-day experiences and working environments contribute to these gender differences, and the implications for career motivation, well-being, performance, and desire to leave the profession. It discusses how these gender differences may create barriers for women and men working in DRR and identify ways they can be overcome.



2. Understanding Career Motivation Among DRR Professionals

One goal of this research is to provide a snapshot of the issues affecting women’s leadership in DRR. The survey therefore asked respondents to indicate to what extent they hoped to become a leader in their organisation and to what extent becoming a leader is important to them. Respondents were also asked whether they consider themselves ambitious and would like to advance in their career. The following section takes a closer look at women’s and men’s answers to these questions and the various factors that contribute to them. It then examines some of the barriers and facilitators that the results suggest are unique to women’s leadership aspirations and ambitions.

2.1 Ambition and Leadership Aspirations

The results suggest that men and women working in DRR do not differ in their ambition or desire to lead. In fact, the majority (77%) of DRR professionals in the sample already have leadership responsibilities and 75% aspire to hold (higher) leadership positions one day.

2.2 Common Predictors of Ambition and Leadership Aspirations for Women and Men working in DRR

Several key predictors of leadership aspirations and ambition were identified regardless of respondents’ gender, including:

- Perceiving meaningful (and achievable) opportunities for advancement within an

organisation and within DRR more generally

- Believing that the sacrifices one makes to get ahead are likely to be rewarded
- Being able to be authentic and interact authentically with others in DRR
- Feeling a sense of fit and belonging within one’s organisation
- Taking pride and seeing value in one’s work
- Feeling confident and satisfied with one’s work

A word of caution: it should be noted that many of the above factors are not within individual control but rather something that organisations must facilitate for their staff members. For example, the Global Institute for Women’s Leadership research in other areas shows that organisations play a key role in the extent to which individual employees feel able to be their authentic selves at work (Fisher et al., in prep), and thus organisations must make efforts to create inclusive environments where everyone can feel safe to express themselves in a way that is both true to their own identities and respectful of others’ identities.

Figure 1.1 Common Predictors of Leadership Aspirations for Women and Men



2.3 Barriers to and Facilitators of Women's Ambition and Leadership Aspirations in DRR

Some important gender differences in ambition and leadership aspirations were also identified.

Even though women working in DRR report having fewer children on average than their male counterparts, for women, having more than one child at home was linked to lower levels of ambition and lower leadership aspirations. In contrast, having more than one child did not affect men's ambition or leadership aspirations. These findings indicate that women's career progression may be disproportionately affected by having children. Organisations must therefore investigate the extent to which organisational policies, practices, and norms could be improved to better support women with children to progress in their careers (National Academies of Sciences, Engineering, and Medicine [NASEM], 2020).

A sense of compatibility between one's identity inside and outside of work was uniquely

important for women's career ambitions. Specifically, women reported greater career ambitions to the extent that they viewed their sense of identity at work to be in harmony with their sense of identity outside of work. This finding is consistent with other research demonstrating the importance of identity compatibility for women's sense of work-life balance and well-being (Morgenroth et al., 2021).

Highly ambitious women were less likely to report that their organisation encourages them to be their true, authentic selves compared to less ambitious women. It is possible that highly ambitious women working in DRR may perceive that they must conform to a narrow set of leadership ideals to get ahead in their careers.

Unlike for men, women's sense of ambition is closely tied to their experiences of burnout. Women feel most ambitious when their feelings of burnout are at their lowest. Thus, it is imperative to understand the factors that contribute uniquely to women's experiences of burnout in DRR. This is explored in greater detail on page 15.

Box 1.1 Quick Facts: Confidence is Key

Many of the same predictors of leadership aspirations and ambition also predict DRR professionals' feelings of confidence at work. There were, however, some unique associations for workplace confidence. A good sense of work-life balance, having opportunities to be a role model (read more below), and a strong feeling of connection or identification with one's organisation all predicted greater confidence at work. We also identified some barriers to confidence among DRR professionals including feeling like an imposter and having a romantic partner or spouse who hinders or distracts from one's career pursuits.

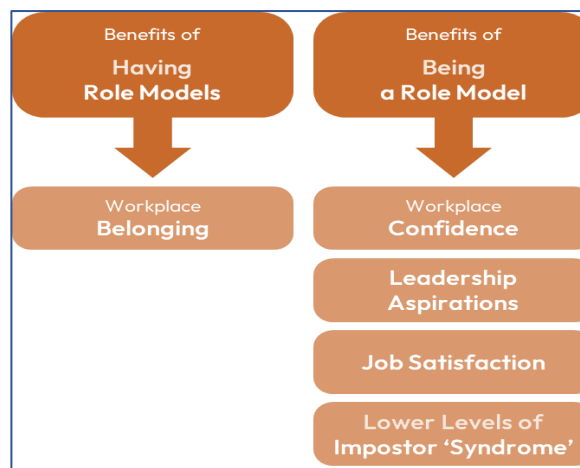
There were also some gender specific predictors of workplace confidence. Men in DRR report greater confidence at work to the extent that they feel powerful, have role models within their organisation, and greater feelings of fit with leaders in their organisation. These factors did not affect women's workplace confidence. Instead, women's feelings of self-confidence are closely linked with their feelings of similarity or 'fit' to leaders within the broader DRR professional network (rather than within their organisation). This finding suggests that diversity and representation among leaders within the broader DRR network may be beneficial to women's feelings of inclusion and confidence in disaster risk reduction.

Box 1.2 Deep Dive: For DRR professionals, Having Role Models is Key – So Too is the Opportunity to Be One

Having role models at work can be highly beneficial. Role models serve as an important source of guidance, insight, and inspiration along an individual’s career path. Indeed, organizational leaders and academic scholars often recognize and discuss the importance of having role models.

Interestingly, there has been far less attention given to the potential benefits that come from opportunities to *be* a role model for others at work – that is, opportunities to *be* a source of guidance, insight and inspiration for others. There is only now emerging research indicating that the experience of being a role model can also be quite beneficial (Begeny et al., forthcoming).

Among DRR professionals, the positive implications of having role models – and the opportunity to be one – are quite clear. Specifically, the report finds that having more role models at work predicts a greater sense of workplace belonging among DRR professionals. By comparison, DRR professionals who have more opportunities to *be* a role model for others experience significantly greater confidence in the workplace, stronger leadership aspirations, more job satisfaction, and lower levels of impostor ‘syndrome.’ Notably, these patterns of findings appear to hold up equally well among both women and men in the profession.



Overall, these findings suggest that DRR employers may need to think carefully about how to ensure employees not only have role models but also meaningful opportunities to be one. These opportunities might be formally structured (e.g., opportunities for reverse mentoring) but can also take place more informally in everyday interactions among colleagues, supervisors and managers – for instance, when colleagues show recognition and admiration for the particular insights, perspectives, skills or experience that an individual brings to the team. This practice of individualized recognition and admiration for one’s insights and guidance may require colleagues, supervisors and managers to make deliberate efforts to seek out and discover the wealth of different qualities that different individuals possess.

A word of caution: when putting these findings into practice, it is critically important to remember that not all opportunities to be a role model will yield clear and consistent benefits. In some cases, it may even have adverse effects. This may occur, for instance, when an individual’s experiences of being a role model among colleagues is underpinned by stereotypic or tokenized conceptions of them, or when the opportunity to be a role model for others is unduly burdensome (e.g., requires one to take on extra responsibilities or time to provide colleagues with guidance, insights, etc.).

3. Understanding Gender Differences in Women and Men’s Experiences in DRR

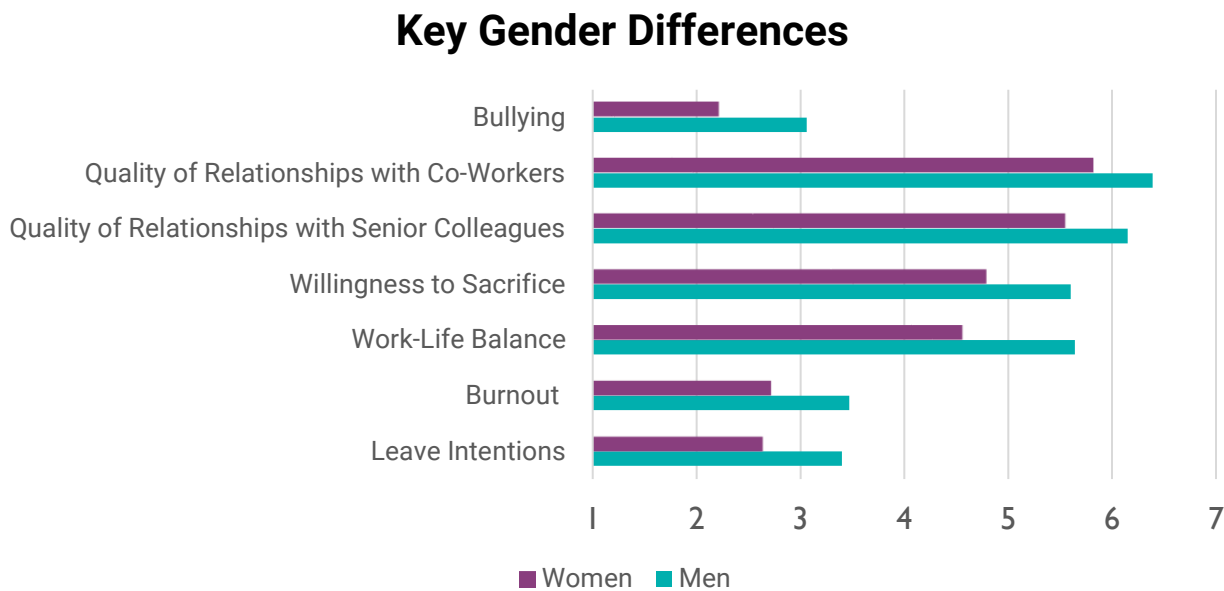
An important goal of this research is to gain an understanding of any differences in women’s and men’s experiences in DRR and the predictors and consequences of these differences. This section provides a brief snapshot of some of the key gender differences in experiences of women and men working in DRR that were identified in the survey. Because the sample size was relatively small, the analysis was limited in its ability to detect small gender differences. Therefore, only large gender differences are reported based on the statistical power to detect them.

As can be seen in the graph below, the report finds significant gender differences in women

and men’s workplace treatment. Specifically, women report lower quality professional relationships with co-workers and senior colleagues while men report higher instances of workplace bullying. It also finds significant differences in women and men’s psychological engagement, with women reporting lower work-life balance and less willingness to make sacrifices to get ahead in their careers (likely because they view their sacrifices as less likely to be rewarded; see Box 1.3 for more information). Finally, the report finds significant gender differences in professional outcomes for women and men, with women reporting lower burnout and lower leave intentions than men in the sample.

The sections that follow explore these gender differences, the psychological and contextual factors that contribute to them, and the implications for women and men’s workplace outcomes.

Figure 1.2 A bar graph of the main gender differences in this research



Note. The horizontal axis reflects respondents’ agreement with questions measuring each construct (e.g., “I feel burnt out by my work”) on a 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*) with the exception of bullying where the scale assesses frequency of bullying experiences (1 = *never*, 7 = *very often*).

3.1 Workplace Bullying

Experiencing bullying in the workplace is not uncommon among DRR professionals in the sample. Eighteen percent of respondents report experiencing a high frequency of bullying, 67% report experiencing occasional bullying, while only 15% report experiencing no workplace bullying. However, compared to women, men report experiencing higher rates of bullying.

3.1.1 Common Predictors and Consequences of Bullying for Women and Men in DRR

Regardless of respondents' gender, working in an organisational environment characterized by abusive colleagues, experiences of personal discrimination and discrimination based on one's identities (e.g., gender, race, age, sexuality, nationality, religion, etc.) is linked to greater experiences of bullying. In contrast, feeling supported within one's organisation is linked to fewer experiences of bullying.

In turn, DRR professionals who experience high rates of bullying are at greater risk of leaving the DRR profession.

3.1.2 Gendered Experiences of Bullying

For women in the sample, confidence and bullying are positively related. In other words, women who are highly confident in their abilities tend to experience higher rates of bullying than women who are less confident in their abilities at work. These findings are consistent with other research showing that women who are confident and competent at work often experience

backlash in the workplace (Rudman and Glick, 2001; Rudman and Phelan, 2008). This backlash can take the form of social harassment and bullying, as in this case, but it can also show up in performance evaluations and other kinds of workplace evaluations that can hamper women's career progression.

For men, confidence and bullying are inversely related. Men who are less confident in their abilities at work tend to experience higher rates of bullying than men who are more confident in their abilities. It is important to note, however, that these findings are based on data collected at one timepoint and that causal claims cannot be made. Indeed, the relationship between confidence and bullying is likely to be a mutually reinforcing one.

3.1.3 Implications

Together these results reveal how workplace bullying can look different for women and men, and how workplace bullying may undermine the retention of both women and men in DRR careers by increasing the likelihood that they will actively search for other jobs. These findings also identify a barrier to women's careers in DRR: Confident women report higher rates of bullying. This finding reflects a catch-22 whereby to succeed women must demonstrate their competence yet in doing so they may become vulnerable to workplace bullying and other forms of backlash. Organisations must be aware of the ways that bullying can look different for men and women and ensure that bullying toward highly confident women is taken seriously.

Figure 1.3 Factors associated with bullying and turnover intentions for women and men



3.2 Professional Relationships with Co-Workers and Leadership

In general, most (over 80%) of respondents report having high quality professional relationships with their co-workers and senior colleagues. Forty-four percent of DRR professionals in the sample rate their professional relationships with senior individuals at work as “excellent”, the highest point on the scale. The same is true for professional relationships with co-workers. Yet, on the whole, women in the sample report having lower quality professional relationships with co-workers and senior colleagues than men.

3.2.1 Workplace Predictors of Good Professional Relationships with Co-Workers and Leadership

The quality of DRR professionals’ workplace relationships with their work colleagues depends in part on how their colleagues treat them. DRR professionals who feel that their colleagues treat them with fairness, ask them to share advice and opinions, and who value their contributions within the organisation report higher quality professional relationships with their colleagues.

Organisations can also play an important role in facilitating high quality professional relationships (NASEM, 2020). Indeed, the

respondents report higher quality professional relationships with their co-workers when their organisations are (1) supportive and (2) allow them to be their authentic selves at work. Likewise, organisations that provide opportunities for their staff to (3) act as a role model and (4) have access to role models also see higher quality professional relationships among co-workers.

3.2.2 The Benefits of Good Workplace Relationships for Well-Being, Performance, and Retention

Having high quality professional relationships with co-workers and senior colleagues offers several benefits. DRR professionals who have good professional relationships with their co-workers are more likely to feel that their work is an important part of their sense of self and identity.

Having high quality professional relationships with senior colleagues is also linked to stronger identification with others in the DRR profession. Research shows that this kind of identification with others at work can contribute to a stronger sense of fit and belonging (Peters et al., 2012). And indeed, the results show that having high quality professional relationships with senior colleagues and co-workers is linked to greater feelings of belonging and job satisfaction. Thus

fostering good workplace relationships is critical for the well-being of DRR professionals.

Having high quality professional relationships with senior colleagues, in particular, is also important for performance, motivation, and retention. Those who have higher quality professional relationships with senior colleagues are more likely to rate their own work performance as being above average relative to their peers. They also see more meaningful opportunities for advancement in their career and have lower intentions of leaving the DRR profession.

3.2.3 Gender Differences in Workplace Relationships and the Implications

Given the benefits of having good workplace relationships, it is important to consider how women's comparatively lower quality professional relationships with co-workers and senior colleagues may impact their career outcomes and well-being at work.

Sense of empowerment. While men's sense of empowerment (i.e., the experience of feeling listened to and being having influence within the organisation) and pride at work is bolstered by having high quality relationships with senior colleagues, there is no such association for women in DRR. Men's professional relationships with senior colleagues may therefore offer a certain credibility and authority that is not extended to women who have similarly high-quality professional relationships with senior colleagues. These findings may also reflect who senior colleagues are likely to be (i.e., men). Other research has shown that sponsoring women in senior leadership roles is critical for women's professional advancement (NASEM, 2020).

Identity compatibility. For women, but not men, having high quality relationships with co-workers is linked to the perception that one's sense of self and identity inside and outside of work are compatible with one another. Other research has found such compatibility between work and personal identities to be an important predictor of women's sense of work-life balance (Morgenroth et al., 2021). Thus, women's workplace well-being would benefit immensely from organisational efforts to improve the quality of women's professional relationships in the workplace.

Unexpected costs of having good relationships with senior colleagues. Men working in DRR experienced greater life satisfaction to the extent that they had better working relationships with senior colleagues. This is not true for women working in DRR. Instead, women tend to be less satisfied with their lives to the extent that they have better professional relationships with their senior colleagues. There are a number of possibilities why this might be. One possibility is that women who have high quality professional relationships with senior colleagues may be given more work responsibilities that may ultimately undermine their life satisfaction. Nonetheless, it is clear that women do not reap the same psychological benefits (e.g., empowerment, pride, life satisfaction) from their professional relationships with senior colleagues as do their male counterparts.

3.3 Work-Life Balance

The majority (77%) of DRR professionals in the sample report good work-life balance. Nonetheless, when comparing women and men who are statistically matched in age, leadership status, and level within their organisation, women report worse work-life balance than men.

3.3.1 Common Predictors of Work-Life Balance for Women and Men in DRR

Our survey revealed several key psychological correlates of good work-life balance for women and men alike. Consistent with previous research, those who feel that their sense of self and identity outside of work is highly compatible with their sense of self and identity at work are more likely to report better work-life balance (Morgenroth et al., 2021). Moreover, those who felt empowered and competent at work were more likely to report a better work-life balance. These findings affirm other research demonstrating that work-life balance has a uniquely psychological component (Morgenroth et al., 2021). Supporting good work-life balance among DRR professionals, especially women, requires organisations to pay attention to the ways in which their organisational practices, culture, and norms may exclude or limit their employees' ability to perceive and experience a sense of compatibility between their personal and work identities. For instance, it may be more challenging for women to perceive a sense of identity compatibility when their organisations endorse masculine norms or have a predominately male workforce.



3.3.2 Benefits of Better Work-Life Balance

Work-life balance is associated with a number of benefits for both women and men. Critically,

those with better work-life balance tend to be prouder of the work they do and are less likely to experience burnout. Women and men who have better work-life balance also have better personal relationships with their friends and family (including their spouse or romantic partner) and are generally more satisfied with their lives.

3.3.3 Gender Differences in Work-Life Balance

Importantly, the results of the survey show that, compared to men, women are less likely to agree that they have a good work-life balance.

There are also specific organisational features that uniquely affect women's sense of work-life balance. Women who work in organisations where senior individuals are all very similar to one another report worse work-life balance than women who work in organisations where senior individuals are more diverse. Conversely, men who work in organisations where leaders are all very similar to one another report better work-life balance. Thus, to improve work-life balance for women, organisations in DRR must be more conscious of *who* is at the proverbial leadership table. Efforts should be made to increase the diversity of leaders, including broadening the definition of what it means to be a leader, within individual organisations and within DRR more broadly.

3.3.4 The Gendered Implications of Work-Life Balance

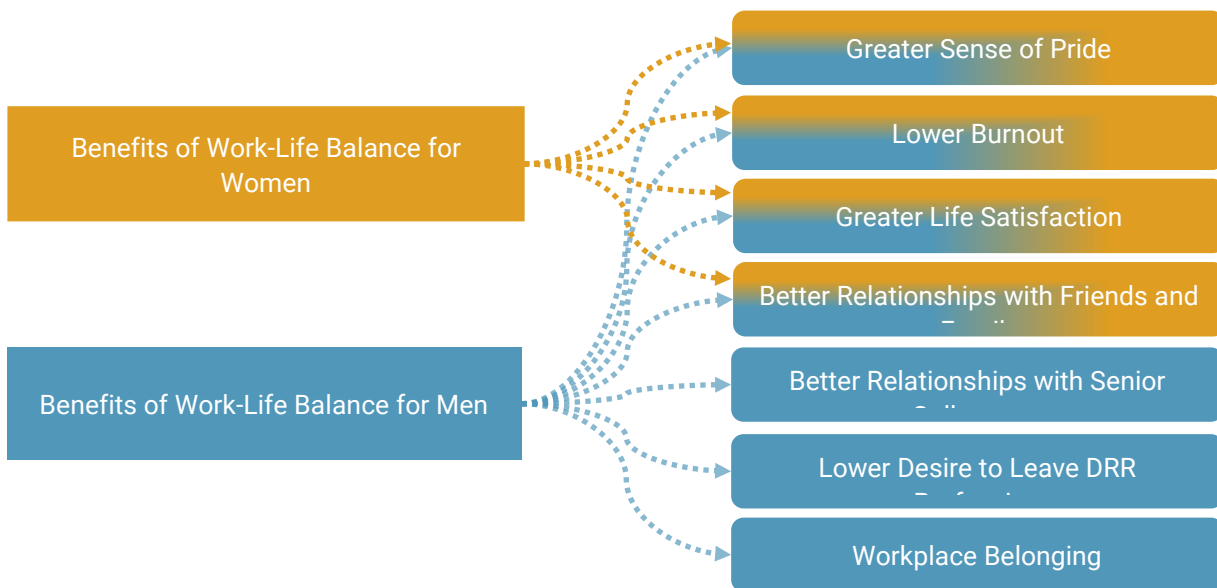
Our results reveal that work-life balance is not only more achievable for men working in DRR but also uniquely benefits men in ways that are not true for women. For example, for men, but not for women, having a better sense of work-life balance is linked to a greater workplace belonging and better relationships with senior

colleagues. Moreover, men who have better work-life balance are less likely to leave their profession.

For women, work-life balance does not have the same impact on belonging, workplace relationships, or their intentions to leave the profession. Thus, not only do men enjoy better

work-life balance than women, but this better work-life balance supports men to feel included and committed to their work in DRR. These findings suggest that gender differences in work-life balance may be a key conduit by which men are advantaged compared to women in DRR.

Figure 1.4 Gender differences in the outcomes of better work-life balance



Box 1.3 Quick Facts: Why do Women Report Less Willingness to Sacrifice Personal Time and Relationships for Their Careers?

We find that women working in DRR are less willing to sacrifice personal time and relationships for the advancement of their careers compared to their male counterparts. Such sacrifices can be anything from working longer hours to travelling for work to missing out on time with family because of work obligations. Research in other professions (e.g., surgeons) has examined why this might be, showing that whether an individual *decides* to make such sacrifices often depends upon that individuals' calculation of whether sacrifices will actually lead to meaningful advancements in their career (Meeussen et al., 2021). Indeed, this research found that women are less willing to make sacrifices because they are less likely to perceive that the sacrifices they make will successfully advance their career. On top of this, gender discrimination and lack of fit with leaders were found to undermine women's expectations that their sacrifices would be worthwhile. Thus, it is not the case that women are simply less willing to make sacrifices to get ahead in their careers. But rather women's willingness to sacrifice reflects the realities that these sacrifices are less likely to be rewarded compared to the sacrifices that their male counterparts make for their careers.

Consistent with past research, the results reveal that that both a sense of fit with organisational leaders and perceiving meaningful opportunities for advancement are key ingredients for both men and women's willingness to sacrifice for their career. Thus organisations should avoid drawing conclusions about women's leadership aspirations and ambitions from their "willingness to sacrifice" and instead look to implement structural changes that signal to women that their sacrifices will be rewarded, for example, by increasing the visibility and voice of women leadership positions within organisations and within DRR more broadly (Ryan, 2022).

3.4 Burnout and Leave Intentions

Burnout is a common experience for many professionals, especially among those working in stressful professions. Both burnout and leave intentions were relatively low among DRR professionals who responded to the survey. Still, a sizable proportion of DRR professionals indicated they were currently experiencing burnout (17%) and had thought about leaving the profession (35%).

Despite the relatively low prevalence of burnout and leave intentions among both men and women working in DRR, men report experiencing greater burnout and greater intentions to leave than women in comparable roles.

3.4.1 Common Predictors of Burnout and Leave Intentions Among Women and Men in DRR

Workplace environments characterized by high rates of bullying and abuse are linked to higher rates of burnout and leave intentions among DRR professionals. While high rates of bullying and abuse each have a direct impact on the extent to which respondents experience burnout, the results revealed such climates may lead to burnout, in part, because they undermine DRR professionals' sense of belonging within their organisation. The same was true for leave intentions. Those who experience higher rates of bullying, abuse, and discrimination in their workplace report a greater desire to leave their profession because work no longer feels like a place where they belong.

Experiencing high levels of stress and feeling like an ‘imposter’ at work are also linked to higher rates of burnout.

Underscoring the importance of work-life balance and supportive relationships outside of work, DRR professionals are more likely to experience burnout when their personal relationships *outside* of work hinder and distract from their career progress.

Finally, DRR professionals are at greater risk of leaving the profession when they are unsatisfied with their work and life, experiencing burnout, and when they have poor relationships with senior colleagues in their organisation.

3.4.2 What Can Organisations Do to Reduce Employee Burnout?

Our results provide some insight into how organisations can reduce the likelihood that their employees will experience burnout. For example, organisations can:

- Empower employees (i.e., allow them to make decisions, and listen to their ideas) and value their contributions
- Ensure that employees feel a sense of support and belonging at work
- Allow space for and encourage employees to be their authentic selves at work

3.4.3 What Can Organisations Do to Increase Employee Retention?

Our results also identified several factors that may help to retain DRR professionals:

- Ensure fair treatment of all employees within an organisation

- Provide access to role models within the organisation
- Facilitate a supportive environment among employees
- Create opportunities for employees to feel valued within the organisation
- Value and recognize individuals’ expertise within the organisation

4. Conclusions

Taken together, the results of this research suggest the day-to-day experiences of DRR professionals shape their career motivations and ambition, their well-being, and their desire to stay within the profession. While there are many commonalities in women and men’s experiences in DRR, there are also key differences.

Specifically, this report identified barriers to women’s career advancement, well-being, and longevity in disaster risk reduction including but not limited to: women’s lower willingness to sacrifice for their careers (likely influenced by lower expectations that these sacrifices will be rewarded), care demands placed on women with children, organisational constraints on women’s workplace authenticity, lower work-life balance, and lower quality professional relationships with co-workers and especially senior colleagues.

Although the focus of this report was to identify barriers to women’s careers in DRR, the results also uncovered a number of barriers to men’s well-being in DRR, particularly in regard to their experiences of bullying, burnout, and desire to leave the profession.

Importantly, the findings also offer insight into what organisations and the DRR profession more broadly can do to improve women and men’s career outcomes in DRR. Specifically, 1) increasing the diversity of leaders and role

models within DRR, 2) creating environments that encourage a sense of fit, belonging, and the authentic expression of valued social identities (e.g., gender, race), 3) providing opportunities for women (and men) to *be* role models, and 4) improving work-life balance and burnout would likely improve women and men's leadership ambitions, well-being, and retention in the DRR profession.

5. References and Further Readings

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The full survey can be found at the following link: <https://bit.ly/3nMXu5>



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