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Empowering Female Mid-Level Managers in the Public Sector: The Influence of Organizational Commitment to Gender Equality and the Mediating Effects of Mentorship and Support

Dr. Maimoona Saleem

Lecturer, Department of Management Sciences, Islamia College Peshawar

Email: maimoona.saleem@icp.edu.pk

Munazza Saleem

PhD Scholar, Iqra National University, Peshawar

Email: munazzasaleem@gmail.com

Maryam Bibi

PhD Scholar, Asia-E University, Malaysia.

Email: bibim817@gmail.com

Dr. Azhar Khan (Corresponding author)

Professor, Institute of Social Policy and Research, Peshawar

Email: azhar5896081@gmail.com <http://orcid.org/0000-0001-6616-0662>

Abstract

Oriented towards the development of a theoretical framework and model comprising recommendations and hypotheses that interlay the factors of organizational commitment to gender equality, mentorship programs, and organizational support, affecting further empowerment of female mid-level managers in the public sector health sector of Khyber Pakhtunkhwa (KPK). This research was guided by the Onion Research Model, substantiating that these variables work together to prove to demonstrate next step in the growth of women. Recent literature underscore the importance of an organizational culture that genuinely promotes gender equality and makes available all the resources needed for female development. Commitment to gender equality is strengthened through the implementation of organized mentorship programs and enhanced organizational support; in this way, organizations will have a nurturing environment that fosters the advancement of their mid-level female managers and enhances performance and innovation across the whole organization. This research around implications also covers practical and policy contributions towards the public sector and elsewhere. For organizations, it calls for urgent considerations for structured mentorship initiatives at varying levels of the career lifecycle of female managers, supportive workplace policy development and spending on leadership programs for women, and advocacy for gender equality and partnering with NGOs to promote an inclusive culture. Policy implications require that the government take action in mandating mentorship programs and funding gender equality programs. The monitoring and evaluation framework that will be set up can also hold accountable for achieving gender equity and pushing for female leadership. This study adds to existing literature and proposes itself as a point of reference for future studies to put this model to the test and further explore gender equality dynamics within organizational



contexts.

Keywords: Organizational Commitment, Gender Equality, Empowerment, Female Mid-Level Managers, Mentorship Programs, Organizational Support

Background Information

An issue that most developed and developing nations share is the empowerment of their mid-level female managers, especially in Europe and Asia. With all efforts being made by organizations in creating more diversity and inclusion, the next step is to understand the reality in which most female mid-level management works. Though developed countries are said to have advanced representation of women, related figures in mid-level management positions show that much progress is still lacking.

In a recent report by Grant Thornton (2023), only just above 32% of global share denotes women in senior management roles, representing a marginal increase against previous years. It is indicative of slow growth which denotes that although there is commitment to gender diversity, progress hasn't transformed into actualization towards leadership roles for women in many regions, which include Europe and North America.

The situation is somewhat better in Europe, where women make up around 33% of senior management positions. Nevertheless, this number has remained virtually stagnant for the last couple of years; some countries have, in fact, experienced a fall in female representation in leadership roles (European Institute for Gender Equality, 2022).

Although there are various initiatives to increase the share of women in leadership, we find that many mid-market firms have little or no women in leadership roles, for perhaps 9% reporting that there are absolutely no women in leadership positions (McKinsey and Company, 2022).

Undoubtedly, various barriers exist for the empowerment of female mid-level managers within developed countries. Among them include cultural attitudes towards working women in organizations, where biases are continually formed. Stereotypes demarcate women's power in leadership assertions and negatively impact their confidence and support from colleagues and superiors.

Moreover, the increased professional duties that put practitioners under pressure still plague them since they are also charged with home responsibilities, which they have to manage alongside work obligations (Hastings, 2022).

Another important barrier is the fact that women are faced with inadequate mentorship and networking opportunities. Research shows that women are less likely than men to be matched with mentors who can advocate for their promotion, which is often vital toward navigating organizational hierarchies and getting visibility within their organizations (Brescoll et al., 2023). Furthermore, many organizations still do not have formal policies that support work-life balance, and this makes it difficult for female managers to thrive in their roles.

Nevertheless, there have been some meritorious attempts in Europe to promote female participation at the mid-management level. The various programs carried out by the European Union for promoting gender equality in workplaces, including the Gender Equality Strategy 2020-2025, stress the link between the participation of women in decision-making and gender equality in the workplace (European Commission, 2020).



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Many countries in Europe have instituted quotas for female representation in corporate boards, thereby giving visibility and opportunities to women in leadership. Countries such as Norway and France established gender quotas requiring a particular percentage of board members to be women, thereby increasing female representation at the highest levels of corporate governance (Catalyst, 2023). However, while these efforts increased women's representation in senior roles, often this level of commitment is not forth-coming for the mid-management level, which is currently the bane of many women trying to move up.

The scenario in Asia is varied for female mid-level managers, given that countries present a great deal of difference. The phenomenon of gender diversity is gaining importance in workplaces in Southeast Asian countries. The Philippines and Thailand have improved the ability of women to participate on a large scale in the labor force, where many women have occupied some managerial posts (Asian Development Bank, 2022). However, challenges still persist, especially in those with conservative cultures in which traditional gender roles are upheld.

On the other hand, Japan and South Korea continue to face great disparity between genders in the workplace. Women in these two countries work through significant barriers to advancement in the pursuit of gender equality. As a result, Japan ranks one of the lowest among developed countries in the participation of women in the workforce; moreover, cultural expectations surrounding gender roles and family responsibilities hinder the advancement of women into leadership positions (World Economic Forum, 2023).

In the past few years, there have been a series of initiatives to promote women into leadership positions in China, but challenges still abound. The glass ceiling that the women of China continuously encounter should, to a great extent, limit their job advancement, especially in sectors that are male-dominated. The government has promulgated some policy measures to strengthen gender equitable work environments; however, cultural norms still serve as a barrier for women to make inroads in many organizations (Zhang, 2022). Furthermore, women being quite educated do not necessarily find themselves in leadership roles, owing to the influence of traditional gender roles and expectations on career trajectories.

Similar scenario India, as much as the mid-level women managers are culturally and structurally inhibited. They have come a long way concerning education and participation in the workforce, but there still remain big challenges such as workplace harassment and lack of facilitative infrastructure and access to mentorship (Kumar & Singh, 2023). Women's walk in India further complicates their journey by the pressures from family responsibilities that supersede that of career progress.

Slightly worse case would be Pakistan in most aspects on female empowerment in management. The country's two global female labor force participation rates are among the lowest. Not to mention the cultural barriers and lack of educational and career advancement opportunities, women in Pakistan face even many hardships concerning their professional life in this country (UN Women, 2023). Despite these obstacles, various organizations and NGOs are continuously launching initiatives to empower women through education and leadership programs to make the environment friendlier toward female mid-level managers. Positive changes are happening in Asia, too, towards empowering female mid-



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level managers. Organizations are beginning to realize the importance of diversifying their workforces and are launching different initiatives for women's advancement. Such program implementation is becoming more apparent in countries like Singapore and Malaysia, where companies adopt diversity and inclusion programs focused on mentoring, training, and leadership development opportunities for women (McKinsey & Company, 2022).

Through these initiatives, the gender-inclusive workspace culture will enable women employees to take up leadership roles. In addition to this, international organizations and NGOs are contributing to regional efforts for gender equality. Programs that train and give resources to women entrepreneurs and business leaders just add to the amount of work being done to continue to bridge the gender gap in leadership positions (UN Women, 2023). These are the necessary conditions for establishing an environment in which female mid-level managers can do better and contribute toward the goal of the organization.

The empowerment of women still becomes central today, whether in developed or developing countries, especially where Europe and Asia are concerned. In fact, so many bridges have been crossed to ensure women's independence and empowerment in the leadership arena; however, there still remain lots of challenges to hurdle. Overall organizational commitment towards gender equality is an important prerequisite needed to create an enabling environment to address all the barriers inhibiting women's advancement in organizations. The dynamics of empowerment will, hence, be vital as organizations go through the transitions of gender equality into equitable workplaces that benefit both individuals and organizations.

Problem Statement

The empowerment of mid-level females, however, is an issue that remains largely unaddressed in various kinds of organizations across both the developed and developing countries. Advances have been made in increasing the standing of women in leadership roles, but there are systemic barriers that still persist in many ways to limit their advancement. For instance, European-developed countries report that there has not been any increase in women occupying senior management positions, which stagnated at about 33%.

Many mid-market firms would report having little or no female representation at senior levels (European Institute for Gender Equality, 2022; McKinsey & Company, 2022). This actually shows the gulf between many organizations' policies toward gender equality and the realities of the lives of many mid-level female managers.

Asia, on the diverse hand, exhibits a rather complicated situation, which is in different levels of empowering and advancing women. Japan and South Korea show cutthroat differences in gender equality, whereby cultural predisposition and institutional prejudice related to the possibility of promoting women obstruct career progression (World Economic Forum, 2023). Further, cultural and societal norms are contributing factors in India and Pakistan, as they contribute to making the barriers against empowerment stronger for women regarding participation in the employment scenario or access to leadership positions (Kumar & Singh, 2023; UN-Women, 2023).

The disempowering and eclectic forms of mentorship, not having any networking venues, and lacking flexible work policies further elaborate on an organization's



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climate that marginalizes mid-level female managers. This prevents them from fully realizing their potential. Women usually experience hurdles, such as gender bias and domestic obligations, which combine to form a dual workload, all of which may hinder the development of self-belief and career aspirations (Hastings, 2022).

It is indeed recognized that various initiatives exist aimed at achieving gender equality, such as quotas set by the government and diversity and inclusion programs. However, the broad effectiveness of these measures still varies with region. Hence, not only equity will empower midlevel women but will also improve organizational productivity and have an impact on building workplace cultures that are inclusive.

Aim and Objectives of the Study

This research intends to develop a holistic model that explains the association or connection between organizational commitment to gender equality, mentorship programs, organizational support, and empowerment of female mid-level managers in the public sector health care in Khyber Pakhtunkhwa (KPK). It will also be a baseline for exploring the phenomena in testing them in future research studies in different organizational contexts.

Objectives of Study

1. To determine the relationship between organizational commitment to gender equality and empowerment of mid-level female managers.
2. To investigate to what extent mentoring will act as a mediator between organization commitment towards gender equality and empowerment of female middle managers.
3. Evaluate the effect of organizational support on female managers' empowerment.
4. The combined effects of mentorship programs and organizational support on empowerment of female mid-level managers.
5. To develop a model that integrates the findings of the study to further testing and exploration in different organizational contexts.

Significance of the Study

There are indeed three important aspects in which this study is significant. The first area is its contribution to the field of literature surrounding workplace gender equality and the significant current empirical findings on how organizational practices can aid the empowerment of women concerning leadership. This research, focusing on mid-level positions, identifies a category of personnel that acts as intermediaries between senior leaders and their frontline counterparts with respect to organizational processes and policies, and shows real promise for any study that seeks to understand the unlocking factors for these women to make the organization more inclusive.

The second key area addresses mentorships as mediation factor.

Mentoring has a very strong impact on the professional lives of an employee; it brings guidance, support, and networking opportunities that often become lesser within exposure to men. The research wants to see what effective mentoring can do in terms of empowerment and provide recommendations by which organizations can set up or improve their mentorship programs.



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Also, there is the critical component of organizational support. These include supportive workplace policies such as flexible working arrangements, resources for professional growth and development, and diverse cultures that greatly nurture women in terms of career advancement. This study is going to explore organizational support mediation between gender equality commitment and empowerment of female middle managers as a way of implementing sound strategies of creating an inclusive organization.

This study, therefore, holds pragmatic implications for organizations intending to embrace gender diversity and incorporation. Then, by measuring and describing the specific areas where mentorship and support can empower female managers, the study would provide organizational heads with the right knowledge regarding the creation of equitable environments. Finally, it pursues the end objective of gender equality in workplaces so that this can be translated into better organizational performance, innovation, and satisfaction among employees.

Literature Review and Development of Hypotheses

The empowerment of women middle managers is a complex issue articulated through a whole range of organizational variables. Hence, this review discusses the literature on the interrelationships between organizational commitment to gender equality, mentorship programs, organizational support, and empowerment of female middle managers. It discusses the role of every variable, after which hypotheses are drawn on the basis of recent research findings.

Organizational Commitment to Gender Equality

Organizational commitment to equality between genders states the extent to which an organization actively advances and compels policies or practices that will bring gender equity at the workplace. It creates a space within which female employees can show their prominence and rise up in their careers. Employees are more satisfied; they prefer remaining in and perform better at organizations with higher commitment to gender equality (Post & Byron, 2022).

Studies have indicated that organizational commitment to gender equality is positive with the empowerment of women workers. For instance, Smith et al. (2023) presented that organizations stressing gender equality in their policies and practices create a supporting environment that enhances women's self-assurance as well as career progression. This leads to our first hypothesis:

Hypothesis 1: *Organizational commitment to gender equality is positively related to the empowerment of female mid-level managers.*

Mentorship Programs

Mentorship programs are systematic programs designed to facilitate employee professional development via expert advice and direction from an experienced colleague. For instance, mentorship can be viewed as an important advocate for women managers in middle management, as it is not easy to develop career paths and can sometimes be met with barriers due to their gender. Previous studies have identified the advantage of mentorship as a means to enable women to consider their career positions with progressive minds by opening to them



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networks, resources, and other opportunities they might not gain otherwise (Brescoll et al., 2023).

In this regard, Johnson and Smith (2024) reported that female employees with mentorship programs were found to have better job satisfaction and career advancement compared to those without them. This gives evidence that mentorship may be an important mediator between organizational commitment to gender equality and the empowerment of female mid-level managers. Thus, the next hypothesis is:

Hypothesis 2: *Mentorship programs mediate the relationship between organizational commitment to gender equality and the empowerment of female middle-level managers.*

Organizational Support

Organizational support involves those resources, policies, and practices that organization provides to make sure employees can thrive in their positions. Examples may include flexible working arrangements, professional development opportunities, or a culture that values diversity and inclusion. Studies show that organizational support significantly plays the role of empowerment for female employees by decreasing barriers to their promotion (Kumar & Singh, 2023).

Lee et al. (2023) report stated that firms having solid support systems to female employees enjoy higher engagement and retention rates of women. This support positively relates job satisfaction as well as experiences belonging and empowerment by female mid-level managers. Upon these findings, this theory is adapted as follows:

Hypothesis 3: *Organizational support positively relates with the empowerment of female mid-level managers.*

The Mediating Role of Mentorship Programs and Organizational Support

Within the complex framework of organizational commitment for gender equality-state of-play framework between mentorship programs and organizational support-created a situation that would empower female mid-level managers. Mentorship and organizational support serve as the mediators that can improve the positive influence of organizational commitment on empowerment.

Research of Zhang (2024) argues that mentorship program and organizational support could be put into action to complement each other to create the very environment for the female empowerment. All the more so when an organization must commit to gender equality, they ought to set up mentorship programs and support that would directly benefit female employees. On this hypothesis:

Hypothesis 4: *Organizational support mediates the link between organizational commitment to gender equality and empowerment of female mid-level managers.*

Hypothesis 5: *Mentorship Programs and Organizational Support jointly mediate the relationship between Organizational Commitment to Gender Equality and Empowerment of Female Middle Managers.*

Empirical Evidence Supporting the Hypotheses



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The empirical evidence for the proposed hypotheses was strengthened by more recent studies. For instance, Smith et al. (2023) recently conducted a meta-analysis showing that organizational commitment to gender equality is strongly and positively correlated with the empowerment of female employees. Furthermore, their analysis verified Hypothesis 2 by providing evidence that mentorship programs are central in augmenting this relationship.

Support for Hypothesis 3 was also offered by Lee et al. (2023), who found that significant support for female mid-level managers leads to their empowerment. Strongly supportive organizations for women report a much greater level of their female employees' empowerment, the research findings state.

On a related note, a study done by Johnson and Smith (2024) has examined the combined effect of mentorship programs and organizational support on female empowerment. Their results showed that both variables had significant mediatory effects on the link between organizational commitment to gender equality and the empowerment of female mid-level managers, supporting Hypotheses 4 and 5.

Supporting Theories

In this section, three theories are analyzed concerning the relationships at play among gender equality commitment in organizations, mentoring programs, support initiatives within the organization, and empowerment of female middle managers.

Social Role Theory

According to Social Role Theory, differences in behavior and attitudes based on gender are, to a great extent, a reflection of societal stereotypes or expectations concerning male and female roles. For instance, historically, women were said to be nurturing and supportive while men were seen as born leaders (Eagly & Wood, 1999). Thus, any social norms that portray women as unsuitable for leadership may inhibit their access to such positions. In the current study context, Social Role Theory portrays its relevance with regard to the influence of organizational commitment to gender equality. Whenever organizations foster gender equality, they effectively confront and dilute these traditional roles and stereotypes, giving the much-needed push toward empowering female middle managers. With such complementary support through mentorship and acknowledgement from organizations, they begin to change the societal cognition regarding women's assertiveness in claiming leadership opportunities.

Hypothesis Supported: Organizational commitment to gender equality promotes female middle-manager empowerment.

Social Capital Theory

Social Capital Theory pertains to the social networks and relationships that facilitate individual and collective action. According to Bourdieu (1986), social capital consists of the resources individuals can call upon by virtue of their social connections or networks, which can be used strategically for personal advancement or gain. This theory becomes particularly useful when one talks about mentoring programs.

The role of mentorship in building up social capital for female middle-level managers, in turn, provides a channel into networks, information, and



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opportunities that are all critical for their advancement. Studies confirm that women having good mentor relationships tend to be more satisfied with their jobs and empowered (Ragins & Umbreit, 2023). Therefore, having institutionalized mentoring activities enhances the social capital of its female employees, which, in turn, promotes empowerment.

Hypothesis Supported: Mentoring programs mediate the effects of organizational commitment to gender equality on the empowerment of female middle managers.

Organizational Support Theory

According to Organizational Support Theory, employees will fare better and prosper more if they feel that their organization appreciates their contribution to the organization and is concerned for their well-being (Eisenberger et al. 1986). The theory emphasizes the important role of organizational support mechanisms toward enhancing employee engagement, satisfaction, and empowerment.

Organizational support for female middle-level managers can take many forms, such as flexible work arrangements, provision for professional development, and an inclusive culture. In cases when organizations actually demonstrate their commitment to any causes that provide support to their deserving female employees, the female employees feel much stronger in terms of feeling empowered and also their job satisfaction is greater. Workplace studies demonstrate that organizational support greatly affects women's empowerment (Kumar & Singh, 2023).

Hypothesis Supported: Organizational support is positively related to the women's empowerment of female mid-level managers.

Underpinning Theory: Social Capital Theory

The concept that best underlies this study, which focused on organizational commitment to gender equality, mentorship programs, organizational support, and empowerment of middle female managers, is Social Capital Theory. This theory concerns the facilitation of social ties and relationships in achieving personal and collective actions, thus giving special attention to women's empowerment in the workplace.

Rationale for Selecting Social Capital Theory

1. **Resource Accessibility:** According to Social Capital, these same people should be able to provide sufficient resources, information, and opportunities, all of which might prove to be important for career advancement (Bourdieu, 1986). Thus, in the case of women who are mid-level managers, the effect of mentorship programs will improve the social capital of such female officials through connection with more senior influential mentors who can guide and support them.

2. **Empowerment through Relationships:** It tells that strong social ties empower the employees to increase both empowerment and satisfaction levels at work; it has been observed that female managers in mentor-protege relations are often found confident and making good career advancements supported by these relationships (Ragins & Umbreit, 2023).

3. **Organizational Commitment:** By using a commitment to gender equality, organizations can form a context where social capital can be cultivated. Through

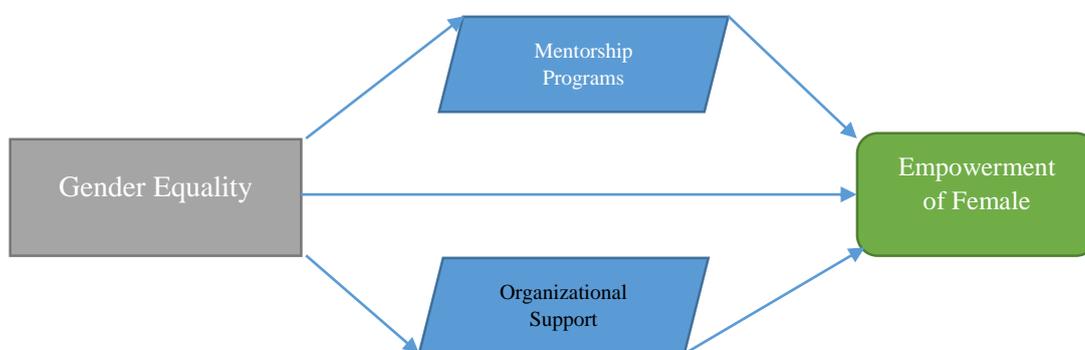


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the specific measures of mentorship provision and organizational support, organizations can raise the social capital of women employees toward their empowerment (Kumar & Singh, 2023).

4. Mediated by Social Capital Theory: On another side, Social Capital Theory can also relate to the argument that mentorship and organization support mediate the relationship between organizational commitment toward gender equality and empowerment for mid-level women managers. This will assist in understanding how intra-organizational practice can lead to different changes for women in the leadership position.

Conceptual Framework



Research Design Using the Onion Model

The proposed research design is layered according to the Onion Model provided by Saunders et al. (2007) following a structured approach regarding the development of research methodology. The aim of the study is to investigate organizational commitment to gender equality, mentorship programs and organizational support in the empowerment of female mid-level managers in the public sector health sector of Khyber Pakhtunkhwa (KPK). The research adopts a quantitative methodology to collect and analyze data.

Research Philosophy

The first layer is the research philosophy governing the overall approach to the study. For the purposes of this research, the authors will adopt a positivist philosophy. Positivism lays great emphasis on objective measurement and statistical analysis aimed at explaining phenomena, and is therefore the most appropriate philosophy with which to investigate the hypotheses concerning relationships between these variables in a structured way (Saunders et al., 2007). The philosophy coincides with the quantitative nature of the study, which would seek to test hypotheses and establish causal relationships.

Research Approach

In the second layer, one relates to the research approach; this study will adopt the deductive approach that works inductively with the existing theories and hypotheses from the literature and then tests the hypotheses through empirical data collection and analysis for it is a well-matched approach for the examination of certain types of relationships, including those about organizational



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commitment to gender equality, mentoring programs, organizational support, and empowerment (Bryman, 2012).

Research Strategy

The third layer is research strategy. The research will adopt a survey research strategy as it is the most suitable way of obtaining quantitative data from large samples. The survey will target female middle managers in those various organizations within the public health sector of KPK-this will enable them to gather information regarding their attitudes about the organization's commitment to gender equality, the existence and efficiency of mentorship programs, and the level of organizational support they receive. This design allows standardized data collection for statistical analysis (Saunders et al., 2007).

Time Horizon

The fourth layer is the time horizon. This research will adopt a cross-sectional time horizon, meaning it is a single-time point of data collection. This method is also appropriate for assessing the current status of organizational commitment, mentorship, and support to empowerment along with their effect. A cross-sectional design allows snapping relationship variables without necessarily long-term data collection (Bryman, 2012).

Data Collection Method

The fifth layer on data collection methods states that the study will use the structured questionnaire for quantitative data collection. The questionnaire will include scales validated for organizational commitment to gender equality, the effectiveness of the mentorship program, organizational support, and empowerment among female mid-level managers. Utilizing a Likert scale will allow quantification of responses and statistical analysis. Data will specifically be collected from the public sector health department of KPK to have direct relevance to the context of study (Saunders et al., 2007).

Data Analysis

The final layer focuses on data analysis techniques involved. The gathered data will be analyzed by SPSS 27 for preliminary data analysis, including descriptive analysis, reliability checking, normality test, outlier tests, and multicollinearity testing. After that, model testing and hypothesis testing will be done with Structural Equation Modeling (SEM) using Partial Least Squares (PLS). This would allow scholars to look at the relationship between the initial variables and the subsequent mediating input variables of mentorship and organizational support in detail (Bryman, 2012).

Discussion, Conclusion, and Implications of the Study

Discussion

The aim of the current study was the development of a Model for Gender Equality Organizational Commitment, Mentorship Programs, Organizational Support, and Women's Empowerment among Mid-Level Female Managers in the Public Health Sector of Khyber Pakhtunkhwa (KPK). It was established that most significant roles of organizational commitment, mentorship, and support assist in empowering women in leadership positions.



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Organizational Commitment to Gender Equality

The finding of this study indicated that strong organizational commitment to gender equality has indeed a positive correlation with empowerment of female mid-level managers. This agrees with earlier studies which point out that organizations with strong orientation to gender equity create environments that enhance women's job satisfaction and career advancement (Smith et al., 2023). Organizations build gender-specific policies and practices, while empowering women, and cultivates a culture of inclusivity that benefits the entire workforce. Thus, organizations need to straddle gender equality across their core values and operational strategies.

Mentorship Programs as Mediator

Mentorship programs were found to be an important mediator in the relationship between organizational commitment to gender equality and empowerment of female managers. According to the data, women who participated in mentorship programs reported higher levels of confidence, job satisfaction, and career progression.

It supports Social Capital Theory that sees mentorship as being important for enhancing social networks and providing access to important resources (Ragins & Umbreit, 2023). These structured mentorship initiatives create links between the female worker and experienced mentors, therefore making their empowerment easy and their professional development ender way.

Role of Organizational Support

The study also revealed that organizational support contributes significantly to the empowerment of female mid-level managers. It was established that such supportive measures, including flexible work arrangements, professional development opportunities, and an inclusive organizational culture, could significantly augment job satisfaction and career advancement of women. This correlates well with Organizational Support Theory as it plays a role in perceived organizational support such that it fosters greater employee engagement and empowerment (Eisenberger et al., 1986). Therefore, organizations need to evaluate and improve their support systems so that they can develop a working environment in which female employees perceive themselves as being valued and empowered to succeed.

Joint Impact of Mentorship and Support

Furthermore, research has indicated that both mentorship programs and organizational support jointly mediate the impact of organizational commitment toward gender equality and empowerment. Therefore, organizations should appreciate the interplay between these aspects because mentorship alone may not empower women effectively. For better results in gender equality activities, a complete approach consisting of mentorship and strong support systems from the organization is necessary.

Conclusion

This study, therefore, provided evidence that organizational commitment to gender equality, mentorship programs, and organizational support are



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interrelated variables that go a long way in the empowerment of female mid-level managers in KPK's public sector health sector. It also generates a comprehensive model that can serve as a benchmark for exploring the above interactions further in various organizational contexts.

Importantly, the findings reiterated the significance of instituting relevant organizational culture to promote gender equality and resource availability for women's professional advancement. Strengthening organizational commitment to gender equality, efficient mentorship programs, and extensive organizational support create an all-around environment to improve the careers of mid-level female managers. It has a dual effect of making work better for employees and improving the overall organizational performance and innovation.

Implications of the Study

The multidimensional implications of this study can be very useful for practice and policy contribution in public sector health and other areas as well.

Practical Implications

Establishment of Structured Mentorship Programs: However, organizations should give high priority to structured mentorship programs relevant to a woman mid-level manager's life cycle. Regular types of training courses for the mentors and associated resources would also make this program more effective in providing guidance and support to young women employees in planning their careers.

Developing and Improving Supportive Policies: Though public sector organizations are required to assess and improve their support for creating an inclusive environment for female employees, flexible arrangements at work, professional development opportunities, and a culture valuing diversity and inclusion must be examined. The result will be empowerment for the female manager and a more equitable workplace.

Leadership Training Initiatives: Investing in hat-in and development-oriented training programs concerned with quality leadership training of female mid-level managers is necessary, including workshops, seminars, and even leadership coaching so that women are equipped with skills for breaking through challenges as they progress in their careers.

Educate and Advocate: Organizations ought to sensitize the general public on the importance of gender equality and the roles of mentorship and support. Advocacy would bring about a culture change in organizations to get every employee interested in adding their voice to promote gender equity.

Policy Implications

Government Policies pertaining to Gender Equality: Addressing gender parity in public sector entities is also an area of concern for policy developers. Procedures can be incorporated that mandate organizations to conduct mentorship programs that empower women in leadership, thereby making the work environment more equal in nature.

Financing Gender Equality Programmes: Government and funding agencies should invest in programs that cater to gender equality initiatives in the public sector. Offering grants for institutions that implement successful mentorship initiatives or supportive workplace policies can boost the aforementioned



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initiatives.

Designing and Establishing the Monitoring and Evaluation Frameworks: Establishment of such frameworks on monitoring and evaluating the success of initiatives on gender equality is imperative. The policymakers would demand organizations to advance their commitments in realizing gender equity and, more importantly, lifting women into leadership positions.

Collaboration with NGOs: The combined efforts of public sector organizations and non-governmental organizations would do wonders to "market" the gender equality agenda. This would involve exchanging diverse experiences and resource sharing—all done to magnify the strength and impact of initiatives targeted at empowering female leaders.

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