
Impact of Gender Discrimination on Talent Management

K. Sowjanya*

Sripada.RamaKrishna**

Dr. I. Nageswara Rao***

*K.Sowjanya, Research Scholar, Dept of Business Administration, Acharya Nagarjuna University, Guntur.

**Sripada.Ramakrishna, Associate.Professor, A.S.N PG College, Amalapuram,

***Dr. I.Nageswara Rao, Principal, Jagarlamudi Kuppuswamy Choudary College, Guntur-6,

Abstract:

In this new global environment, Talent Management is playing an important role in retaining managing, developing, encouraging & compensating talent pools. Gender differentiation and intense competition are increasing scope for human capital management today. Human capital management includes each and every aspect from selection of employee to the retrenchment of the employee.

This paper focuses on the “Gender discrimination”, which is vital and most dominant aspect impacting on talent Management. Gender Discrimination is addressed by two important elements 1) Gender Bias 2) Stereotyping.

The need of the hour is to understand how to manage talents in assessing the human capital in maintaining job equity principle irrespective to the psychological & structural barriers of working women. Also to understand how the pillars of Talent Management like scientific selection and training facility, cash and incentive plan, performance appraisal, race and disability, lay off, safety and health, privacy, job description, employee responsibility answer the gender issues in maintaining talents by gender mainstreaming. The paper focuses on Talent Management in connection with gender discrimination

Key Words: *Talent Management, Gender Discrimination, Gender Bias, Stereotyping, Human Capital, gender mainstreaming, Talent Pools.*

Introduction:

Gender is an important consideration in development of Talents. It includes how social and cultural norms impact on different demographic features of men and women. Globally, more women have more constraints than men.

But typically in India, the family system and the patriarchal societal structure is not allowing a woman to come out of her predisposed roles like nurturing children, taking care of in-laws' health, and responsible for well being of the family, apart from her career development. This leads to a repercussion that creates a lot of stress and now it is the primacy to the working woman to give a balanced priority to work as well as personal life. Talent management is an integral part of human resource management. Talent management can be defined as a deliberate approach implemented to recruit or hire, develop and retain people with required aptitude or skills to meet the present and future goals or needs of the organization.

Apart from all these in this global era, Gender Discrimination is acting as a great challenge in Human Capital management of the organizations, so that the environment they work shall give a reasonable satisfaction. It should be clear and given an assurance to their jobs. Such a satisfaction can be gained by every employee in general depends upon the conditions like., work environment, financial, managerial, socio cultural, as well as policy of the management time to time decides. Incase in all these conditions give satisfaction to the employees then the expected results can be derived in the organization. Also HR managers should consider the socio cultural aspects while evaluating the jobs and should maintain equity principle among male & female employees in managing talents.

In this juncture Gender discrimination is impacting a lot on talent management like discrimination at work, challenges to safety, non acceptance of talent, family system and related issues, male ego in the male dominating society, etc.

Review of Literature

The World Bank's report¹ examined how greater gender equality can enhance productivity, improve development outcomes for the next generation, and make institutions more representative. Markets, institutions, and households play a role in reducing inequality, and globalization can provide important opportunities. Domestic actors need to focus on reducing female mortality, narrowing education and earnings disparities, increasing women's voice, and limiting gender inequality across generations. The international community needs to ensure consistent support, improve the availability of gender-disaggregated data, and extend partnerships beyond governments and development agencies.

Cornwall,A²(2007) in his article examined how the term 'gender' found its way into development and explores the consequences of the transposition of an activist analytical category onto the world of aid. It points out the simplifications and slogans that have accompanied its 'mainstreaming' and challenges the assumptions on which these ideas have come to depend. It argues for a renewed focus on analyzing and transforming unequal and unjust power relations.

A policy paper³ puts forward the Organization for Economic Co-operation and Development's position on gender in the post-2015 goals. It recommends that the new goals contain a strong standalone goal on gender equality and women's empowerment, as well as integrating gender-specific targets and indicators in the other goals. It states that making girls and women visible in development agendas encourages governments and donors to take action. It suggests that the post-2015 framework needs to take a holistic approach:

- 1) addressing girls' completion of a quality education,
- 2) women's economic empowerment,
- 3) universal access to sexual and reproductive health and rights,
- 4) ending violence against women and girls,
- 5) women's voice, leadership and influence,
- 6) women's participation in peace and security,
- 7) Women's contributions to environmental sustainability.

UN Women's position paper⁴ on the post-2015 goals on gender equality and women's rights suggests that a transformative approach is needed. It calls for action to address structural impediments for women's empowerment, such as violence against women, unpaid care work, limited control over assets and property, and unequal participation in private and public decision-making. The paper suggests integrating gender equality concerns throughout other goals, and a standalone goal covering three core areas, with associated targets and indicators for each:

- Freedom from violence for women and girls
- Gender equality in the distribution of capabilities

Do social institutions result in gender differences in the incidence of poverty? Jones, N. et al⁵(2010) paper found that discriminatory family codes, son bias, limited resource entitlements, physical insecurity and restricted civil liberties play a role in chronic poverty, specifically that of young women. It is therefore important to: eliminate gender discrimination through legal provisions; support girls' participation in decision-making; invest in child- and gender-sensitive social protection; extend services to hard-to-reach girls; strengthen girls' resource access; and promote girls' control over their bodies.

Is the rise of women in the labour market changing the perception of their role in the home? A study explored by Kabeer, N.⁶(2007)how women and men are dealing with the feminisation of labour markets in the face of

the prevalence of male breadwinner ideologies and the apparent threat to male authority represented by women's earnings. It shows that most working women continue to bear a disproportionate burden of domestic responsibility. Women may be using their newly acquired earning power to challenge the injustice of the double work burden, but policymakers are still failing to provide support for women's care responsibilities.

An article by Espen, E.⁷(2009) examined the core issues around care – why it is important, how it conflicts with women's rights, and addressing the main challenges. It suggests that care work should be recognized as important, and that it should not be the sole responsibility of women. It provides examples of programmes that have expanded women's choices and opportunities. It also reviews policies which can increase the value accorded to care work.

How does the gendered politics of farm household production affect women's livelihoods? This was analysed by Apusigah, A.⁸(2009) study focused on livelihoods-based interests in farm land and non-violent conflict situations in northern Ghana. It argued that the social positioning of women and whether they work on the land or not were important determinants of their livelihood possibilities.

Doss, C.⁹(2013) in his article provides an overview of the quantitative literature on intra-household resource allocation, and summaries the main observations and insights relevant to policy-makers. It reviewed theoretical models from the last thirty years, and examines different forms of bargaining – between spouses, between parents and children, and between other household members. It reviewed the possibility of showing causation rather than correlation, and which outcomes of women's bargaining are reasonably well-established. It concluded women's bargaining power affects household decisions, although it is hard to prove causality.

Hankivsky, O.¹⁰(2012), in an article examined the specific intersectionality of gender with equitable access to health. It examined the difficulties of understanding the different factors which influence access to health. It states that gender and/or sex were usually the primary dimensions used to understand health experiences, but this simplifies and undermines the complexities of access. Using an intersectional analysis transforms the understanding of access to healthcare. Gender is not always the most salient or meaningful category, and it may be more beneficial to use an intersectional approach. This should allow a deeper and more nuanced analysis and policy prescriptions.

Watson, C., Hamilton Harding, J. & Harper, C.¹¹ (2013) have explained in a background Note the results of three extensive gender literature reviews exploring the extent to which gender justice for adolescent girls is shaped by formal and informal laws, norms, attitudes and practices that limit them in the attainment and exercise of their capabilities. It describes the political, social, economic and cultural context in which girls live, and describes the intersectional poverty of being both young and a girl.

In a special issue a research paper¹² examines different facets of the implementation of UNSCR 1325. The articles offer insight into how to improve our understanding through research. It appears that the resolution has been only patchily implemented, and that gender mainstreaming could be improved.

Gender mainstreaming was established as an intergovernmental mandate in the Beijing Declaration and Platform for Action in 1995, and again in the Economic and Social Council Agreed Conclusions in 1997. The mandate for gender mainstreaming was considerably strengthened in the outcome of the General Assembly special session to follow-up the Beijing Conference¹³ (June 2000). Gender mainstreaming is not being imposed on governments by the United Nations. Member states have been involved in the intergovernmental discussions on gender mainstreaming since the mid 1990s and have, in consensus, adopted mainstreaming as an important global strategy for promoting gender equality.

Need for the study:

The current issue that has been drawing attention of academicians is Managing Talents all over the world. The boundary less organizations and globalization made the nations highly interdependent in

their functionality. Due to this reason, all the nations especially in the developed and developing are suffering from psychological well being of the employees in the dramatically rampant technological scenario.

In this context, a study is proposed by focusing on gender discrimination impacts on Talent Management, in this attempt to know how talents are managed by overcoming the gender bias and stereotyping by gender mainstreaming concept.

Objectives of the study:

-) To find how gender discrimination effects the organizational productivity.
-) To offer necessary suggestions to maintain gender equity in organizations.

Research Methodology:

The paper is based on secondary sources of data which have been obtained from various books, national & international journals, government reports, publications from various websites which explains the impact of gender discrimination on Talent Management. Also the suggestions for gender mainstreaming are identified.

Gender Discrimination:-

A significant issue that has been drawing attention of academicians and practicing managers is – the “glass ceiling” among the employees towards women in the work place, all over the world and especially in India. The "glass ceiling" is a specific form gender discrimination that can be traced universally in the field of management. It includes the invisible barriers that prevent women from rising to higher positions of management because in most of the organizational pyramids men are occupying the strategic positions than women. Glass ceiling concept explains the inequitable compensation given to women than men due to gender discrimination.

Both Men & Women are affected by Gender discrimination. In many work situations one gender is given prior treatment than other who receives less pay or job responsibilities because of gender bias and stereotype phenomena. Gender discrimination is existing from history to till today as a point of inequality among sexes. Historically, women were underrepresented in the workplace, athletics and academics. The residual effects of favoritism towards men and unfair treatment of women is the primary cause of gender discrimination the family system and the patriarchal societal structure is not allowing a woman to come out of her predisposed roles like nurturing children, taking care of in-laws' health, and responsible for well being of the family, apart from her career development. Inherently discrimination exists in office settings also towards women which is being referred to as *GLASS CEILING* in a symbolic way, as it doesn't appear to present unless a keen observation has been made with an insight in to the work environment and the working conditions of the working even management practices at small, mid-size, and even giant corporations often still favor the advancement of men than women

Workplace Gender Bias

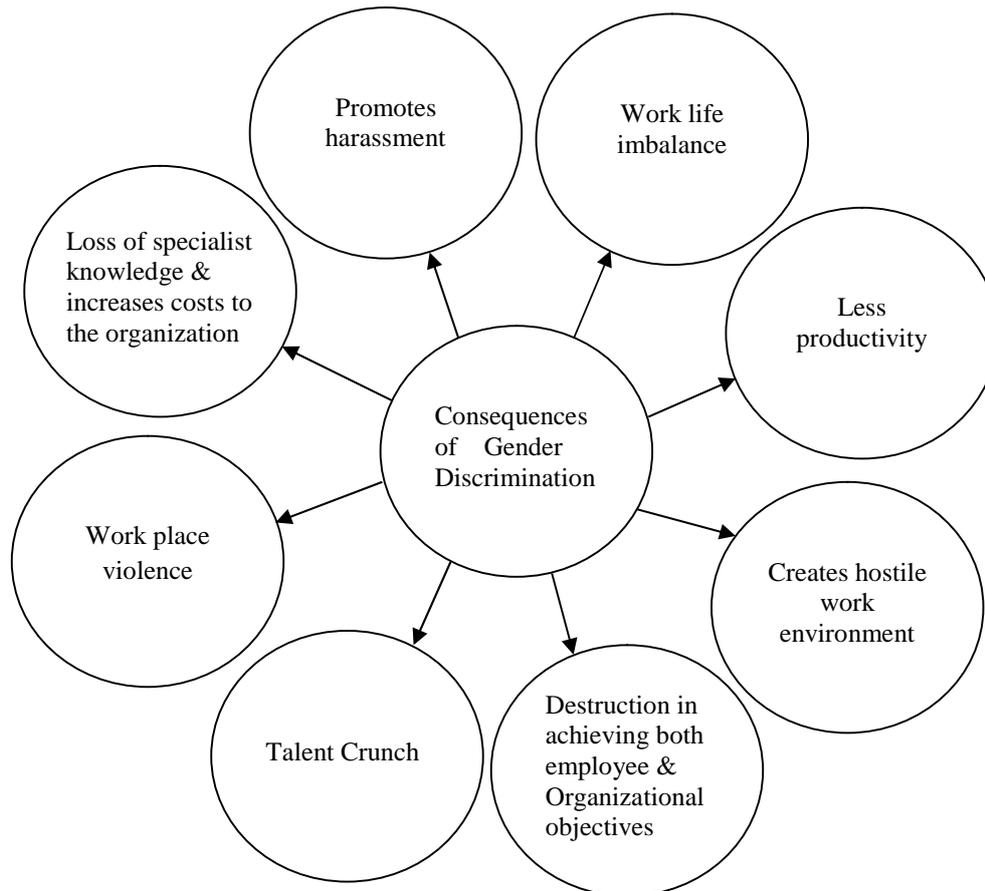
Gender bias most commonly appears in different levels and degrees at work place. With respect to their jobs and responsibilities, women are mostly allotted with lower and middle level jobs of management pyramid, while the men involvement is more in strategic level. However gender bias should be totally vapoured.

Consequences of gender discrimination:

According to Bloomberg Business Week¹⁴, the gender discrimination de-motivates the woman employee and forces her to look for new job in another organization where there exist good working conditions with a fair

treatment of gender equality. The migration of talents leads to Talent Crunch also affecting organizational productivity & reputation.

High migration of talents leads to a loss of specialist knowledge and efficiency, which increases the costs to the company (Costs incurred in recruitment, training, compensating new employees). According to the Society of Human Resource Management research¹⁵ the total costs incurred by employee turn-over is ranging between 90% and 200% of the annual salary, based on the job specification.



Gender discrimination, as well as socio & cultural discrimination, drastically affects employees' morality. Also the gender discrimination creates hostile work environment when sexual harassment suits by female employees against their employers in employment process.

Sexual harassment is due to gender discrimination which creates a hostile or offensive environment in living work environment¹⁶. So gender discrimination acts as main anchor in promoting harassment of working women.

According to the Goldin and Katz ¹⁷ (2016), there is gender gap in firms due to tools of talent management systems (recruit, manage, compensate & reward talent pools) who have different preferences in work life, the compatibility towards non linearity's support men than women. So high pay/promotion/level is occupied by men than women who can work under tight constraints, thus gender inequalities propagate imbalance in work life which causes destruction in achieving employee & organizational goals.

Gender Mainstreaming - The solution :

Gender Mainstreaming¹⁸ does not fight/target for special initiatives on women promotions/ programmes/ projects. It focuses on gender equality and gender balance. Gender balance is mandate in planning, implementing organizational objectives effectively. It targets mainly on elimination of gender disparities among employees in order to increase organizational productivity. Gender should not act as catalyst while framing organizational policies, where as ‘Mainstreaming’ should taken into provision during frame work. Therefore gender mainstreaming supports women empowerment by eliminating the gap of male dominance against female employees.

Findings:

- In this global era, management of Human capital became a great challenge. Under the empowerment aspect, rapidly women are building confidence and gaining control on their livelihood. It includes the interest and involvement of women in handling all functions of management which reinforces and perpetuate gender discrimination and inequality.
- As shown in above pictorial representation there are several effects which leads to inefficient productivity, promotes work place violence which leads to talent crunch and also there is a chance to sufferers of gender discrimination to take legal suits against organizations/people who encourage gender discrimination practices.
- The gap which needs to be bridged in an organization is- there should not be any gender inequality gap but the gap in understanding the inner morale of each group of employees towards work.
- The gender bias creates demonization & loss of employee loyalty among employees which leads to declining of organizational effectiveness.

Conclusion:

Gender discrimination should completely vapoured by gender mainstreaming concept. Talents should be encouraged. Employee should be evaluated on talent basis but not on gender basis. Men and women should treated equally , equal pay implications should be encouraged, flexibility in work & work environment, flexible hours, give opportunity to employees in balancing work & Personal lives. Job enrichment & promotion Strategies should balance men & women equally.

There of organizations should follow state & federal laws, The civil right act, The equal pay act, to eliminate gender discrimination, discrimination on basis of sex & pay discrimination among men & women. Organizations should frame policies by considering above inclusions to maintain talent pools without any dissatisfaction with friendly & peaceful environment which increases employee morale in achieving organizational objectives.

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