

T.C.  
MARMARA ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
KAMU YÖNETİMİ ANA BİLİM DALI  
İNSAN KAYNAKLARI YÖNETİMİ VE GELİŞİMİ (İNG.) BİLİM DALI

## **THE WOMAN-FRIENDLY ORGANIZATION**

Yüksek Lisans Tezi

SİMGE DENİZ

İstanbul, 2011



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Danışman: PROF. DR. NEVİN DENİZ

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Marmara Üniversitesi  
Sosyal Bilimler Enstitüsü Müdürlüğü

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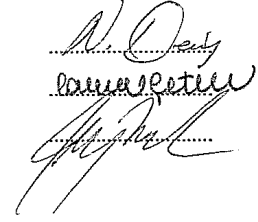
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Sacred to my dear and beloved mother TÜRKAN DENİZ, always with me in my heart...

## **ABSTRACT**

As the feminization of the workplace accelerated in terms of the changing nature of work, this new reality brought the issues of working women along. Nevertheless, the organizations realized the importance of being woman-friendly in order to reduce their talented women to opt out due to sex- discrimination, lack of training and development opportunities, positive equal opportunities measures, maternity and paternity benefits, family-friendliness or flexitime work arrangements. However, most of the studies assume that working women are homogenous in their desires and needs about the organizational support. In this study, the woman-friendliness indices are divided into two categorizes namely work-oriented and family-oriented in order to investigate if the demographic variables like marital status, number of elderly dependants, managerial level, age or number of children have an effect on the women employees' perception of these categorizes on woman-friendly HRM. Woman-friendliness is a brand new concept for Turkey and there has not been any comprehensive investigation about this issue yet. According to results of the survey, which has been done in the banking industry, significant relationships between demographic variables and the perception of woman-friendliness have been discovered.

## ÖZET

İşin değişen doğası nedeni ile hızlanan işgücünün feminizasyonu, çalışan kadınlara özgü sorunları beraberinde getirdi. Bununla birlikte örgütler, cinsiyet ayrımcılığı ile eğitim & gelişim imkanlarının, pozitif fırsat eşitliği ölçütlerinin, annelik & babalık, aile dostu yan hakların ya da esnek çalışma saatlerinin azlığı nedeni ile çalışma hayatından çekilen nitelikli işgücünü kazanmak için kadın-dostu olmanın önemini fark ettiler. Ancak, birçok araştırma çalışan kadınların istekleri ve organizasyonel destek anlamında ihtiyaçları açısından homojen olduğunu varsaymaktadır. Bu çalışmada kadın-dostu olma kriterleri iş ve aile odaklı olmak üzere iki gruba ayrılmıştır. Bununla birlikte araştırmanın amacı, medeni durum, yaş, bağımlı sayısı, çocuk sayısı ve yönetsel kademe gibi demografik değişkenlerin, kadınların iş ve aile odaklı kadın dostu olma kriterlerini algılamalarında etkili olup olmadığını ölçümlemektir. Kadın-dostu organizasyon kavramı, Türkiye için son derece yeni bir konsepttir ve bu konu ile ilgili kapsamlı bir araştırma henüz yapılmamıştır. Bankacılık sektöründe yapılan anketin sonucunda, demografik değişkenler ile kadınların algıları arasında anlamlı ilişkiler ortaya çıkarılmıştır.

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## **ABBREVIATIONS**

- AC:** Affective Commitment
- ATLAS:** Accomplished Top Leaders Advancement Strategy
- BLS:** Bureau of Labor Statics
- BPW:** Business and Professional Women’s Foundation
- CEO:** Chief Executive Officer
- CEQ:** Council on Environmental Quality
- EAP:** Employee Assisstance Program
- ECA:** Europe and Central Asia
- ECD:** Early Childhood Development
- EEO:** Equal Employment Opportunity
- EU:** European Union
- FO:** Family-Oriented
- FRD:** Family Responsibilities Discrimination
- FTSE:** Financial Times Stock Exchange
- FWA:** Flexible Work Arrangements
- GSK:** GlaxoSmithKline
- GMI:** GovernanceMetrics International
- HR:** Human Resources
- HRD:** Human Resource Development
- HRM:** Human Resource Management
- IWPR:** Institute for Women’s Policiy Research
- MBA:** Master of Business Administration
- OC:** Organizational Commitment
- OCB:** Organizational Citizenship Behavior

**OECD:** Organisation for Economic Co-operation and Development

**QWL:** Quality of Work Life

**RBC:** Royal Bank of Canada

**ROA:** Return on Assets

**ROI:** Return on Investments

**ROS:** Return on Sales

**SHRM:** Society for Human Resource Management

**SEC:** Securities and Exchange Commission

**TQM:** Total Quality Management

**U. S. :** United States

**WCD:** Women Corporate Directors

**WF:** Woman-Friendly

**WFD:** Woman-Friendly Dimensions

**WIN:** The Women's Initiative

**WO:** Work-Oriented

## 1. INTRODUCTION

We live in a connected, fast moving, boundaryless and ever changing world. The society, economy, workplace, workforce and employee changes accordingly. Zygmunt Bauman associated the new society with the “Liquids” as the metaphor for the present stage of the modern era in “Liquid Modernity”. According to him the extraordinary mobility of fluids is what associates them with the idea of ‘lightness’ or ‘weightlessness’ with mobility and inconsistency. And we know from practice that the lighter we travel the easier and faster we move.

Globalization, technological changes, growth and decline in job sectors, diversity, entrepreneurship, increasing importance of the customer, privatization are the driving forces of today’s economy. The organizations are far more different than a few years ago. Flexibility and temporariness, outsourcing, workforce diversity, total quality management, downsizing, reengineering, skill shortages, core competencies, the flexible workday and compensation, social responsibility and ethics reshapes today’s new organization. As the organizations changes, a new employee profile arises accordingly.

One of the most important demographic reality of today is diversity. As the globalization accelerated due to the information technologies, the organizations become more diverse. As the workforce becomes more diverse, women as an important part of today’s organizations take their place in the new world of work. Few years ago, it was discussed that there were not enough women in the workforce. Today, we discuss that they are not enough in the pipeline.

Organizations recognize that women opt out of the workforce because of sex discrimination, poor mentor practices, unequal pay, family issues, household requirements, holding a few proportion of middle, upper managerial grades or no reduced or part-time working options. As skill shortages emerge due to the more talent requirements, turn-over rates and increasing absenteeism, women became more important for filling the talent gap. So the organizations should become more sensitive for being woman-friendly (WF) and so not losing their talented-qualified workforce.

Most studies on women's advancement at the workplace assume that all women are homogeneous in their needs and desires about organizational support. This thesis investigates why the organizations need to become woman-friendly and how are the different perceptions of women about work-oriented (WO) and family oriented (FO) dimensions in terms of marital status, age, the number of elderly dependants or children that should be taken care of. Work oriented dimensions are "Formalize Human Resource Management" (HRM), "Anti-sex discrimination Policies", "Training & Development Opportunities" and "Positive Equal Opportunities Measures". Family-oriented dimensions are "Maternity & Paternity Benefits", "Family-Friendliness" and "Flexible Work Arrangements".

For further information and investigating this thesis are divided into four major sections. In the first section, the changing nature of work is explained. In the second section feminization of the workforce is explained and discussed. In the third section woman-friendly organization is explained and discussed for further information. In the last section literature review is given and an applied research is shown. At the end of this section some conclusions and some suggestions are given.

In the first section of the thesis "The Changing World of Work" is broadly discussed. The new economy, employee and organization are described. Today's demographic realities of the organizations are shown. How the changes in organization, employee and economy effect each other are described and analyzed. The connection of these driving forces with the feminization of work briefly explained.

In the second section "Feminization of the Workforce" is defined. The historical background of the workforce feminization is given. Career and cultural implications of workforce feminization is briefly described. The workforce participation of women in Turkey is discussed. The determinants, importance and the issue of low participation rates of women in Turkey are mentioned for showing the situation of Turkey about the subject.

In the third section “The Woman-Friendly Organization” is defined and described. The reasons of being a woman-friendly organization are shown. Organizational woman-friendliness is discussed broadly. The strategy, management style, the numbers of women in key managerial positions, the structure and company policies of a woman-friendly organization is described.

In the last section, first of all literature overview is given to illustrate the researches and conclusions on woman-friendly organization. Then, an application that has been done in banking sector is shown. The main hypothesis of the thesis is “There is a significant relationship between demographic variables and respondents’ perception about their companies on Woman-Friendly (WF) HRM.” As the results of the analysis, it has been found that there is a significant relationship between tenure with the organization and Family-Oriented Woman-Friendly HRM and there is a significant relationship between managerial level and Work-Oriented Woman-Friendly HRM. Moreover, it was found that there is a significant relationship between managerial level and positive equal opportunities measures and there is also a significant relationship between number of elderly dependants and positive equal opportunities measures.

These results have shown that the women in banking industry are not homogeneous about their perception of Woman-Friendly HRM. So, their desires and needs about organizational support can not be the same. As Chiu and N.g. argued, it is very important to examine the demographics of the workforce while implementing the woman-friendly HRM policies. According to the results, some suggestions are given to make the banking industry in Turkey more woman-friendly.

Lastly, it is important to indicate that this research has been done regardless of the new employment law no. 4857. The intension of that research is to point out the actual situation. So the awareness of the new employment law and its consequences have not been investigated.

## 2. THE CHANGING NATURE OF WORK AND THE WOMAN-FRIENDLY ORGANIZATION

Today's world of work is unrecognisable from the workplace of only a few years ago<sup>1</sup>. Society is ever changing, so does the workplace<sup>2</sup>. In the last two decades the changing nature of work has been so dramatic that no aspect of working life has gone untouched. Nowhere has the changing nature of work been more deep seated than at the workplace and in the labour market<sup>3</sup>. Employers and employees have embraced revolutionary communications advances, the introduction of flexible working arrangements, greater diversity in the workplace, and significant restructuring of working arrangements through outsourcing and off-shoring<sup>4</sup>.

In the 1970s the labour market was structured on the premise that the average worker was a white male working a standard week that averaged between 35 and 44 hours to support a wife and children. Over the last 20 years, the standard working week has become a minority practice and the profile of the average worker has changed. The full-time labour market, particularly that for youth has collapsed, the participation of women has significantly increased, the workforce has become increasingly casualised and whilst employment in some industries has grown, other industries have suffered massive labour losses. At the workplace, the vertical hierarchies that once dominated organizational structures have been flattened with the removal of middle management layers and the inception of team based workflows. These structural changes have resulted in firms downsizing at an alarming rate that has led to high levels of perceived job insecurity. A flow-on effect from these structural changes has been the demise of clear career paths. Career ladders, corporate loyalty, and 'jobs for life' have been replaced by skills, knowledge and experience that allow the individual to operate as commodity in the labour market. The rise of job insecurity and the reduction in career<sup>5</sup>

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<sup>1</sup> Manpower, **A Manpower Report: The Changing World of Work**, 2006, [http://www.manpower.cz/images/changing\\_world\\_of\\_work.pdf](http://www.manpower.cz/images/changing_world_of_work.pdf), (24 November 2010), p1.

<sup>2</sup> Society for Human Resource Management, 2002 Workplace Demographic Trends Survey Report, 2002, <http://www.shrm.org/Research/SurveyFindings/Documents/Workplace%20Demographic%20Trends%20Survey.pdf>, (20 May 2011), p2.

<sup>3</sup> Jill Considine, "The Changing Nature of Work", *Business Date*, July 2001, Volume 9, Number 3, Ebscohost Database, (19 September 2010).

<sup>4</sup> **A Manpower Report**, p1.

<sup>5</sup> Considine, p1.

opportunities has meant that people have to work harder and longer not just in an effort to maintain the jobs that they currently have<sup>6</sup>.

## 2.1 The New Economy and the Woman-Friendly Organization

Doing business today is radically different than 20 years ago. Economies throughout the world are going through turbulent change<sup>7</sup>. Japanese management consultant Keniche Ohmae suggests that the worldwide boundaries of business have largely disappeared. Government leaders worry about business competitiveness in a global economy, and corporate leaders worry about the business competitiveness in a global economy<sup>8</sup>. The major changes that are reshaping the economy: Globalization; technological upheavals, especially in the areas of computers, telecommunications, and information; growth and decline among job sectors; cultural diversity; changing societal expectations; expanding interest in entrepreneurship; more fickle, more demanding customers; and increased privatization of government businesses<sup>9</sup>. All those changes are requiring organizations to rethink how they do business. That is because to be effective in this rapidly moving and ever-changing environment, organizations need to do things better, faster, have higher quality, and meet the increasing demands of their customers.

In the past national borders limited the competitions. National borders are nearly meaningless today in defining an organization's operating boundaries<sup>10</sup>. Technology reinforced rigid hierarchies and limit access to information in the past. Today technological changes in the way information is created, stored, used, and shared have made it more accessible. Job opportunities are for knowledge workers. While the population was relatively homogeneous in the last decades, today population is characterized by cultural diversity. Business was estranged from its environment, but today accepts its social responsibilities. Customers got what the business chose to give them, while today customer needs drive the business<sup>11</sup>.

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<sup>6</sup> Considine, p1.

<sup>7</sup> Managers & Management, Managing in Today's World, chapter 2, p46-47.

<sup>8</sup> John R. Schermerhorn, Jr., **Management**, 1996, 5th Edition, USA: John Wiley & Sons, Inc., p17.

<sup>9</sup> A. S. Grove, **Welcome to the Changing World of Work**, In Today's World of Dynamic Change, Only The Paranoid Survive, chapter 1, p3.

<sup>10</sup> Managers & Management, p46- 49.

<sup>11</sup> Grove, p4.

**Table 1**

**The Comparison of the Old and the New Economy**

<b>Old Economy</b>	<b>New Economy</b>
<ul style="list-style-type: none"><li>* National Borders limit competition</li><li>* Technology reinforces rigid hierarchies and limits access to information</li><li>* Job opportunities are for blue collar-workers</li><li>* Population is relatively homogeneous</li><li>* Business is estranged from its environment</li><li>* Economy is driven by large corporations</li><li>* Customers get what businesses choose to give them</li><li>* State-owned businesses proliferate</li></ul>	<ul style="list-style-type: none"><li>* National borders are nearly meaningless in defining an organization's operating boundaries</li><li>* Technological changes in the way information is created, stored, used, shared, stored, used and shared have made it more accessible</li><li>* Job opportunities are for knowledge workers</li><li>* Population is characterized by cultural diversity.</li><li>* Business accepts its social responsibilities</li><li>* Economy is driven by small, entrepreneurial firms</li><li>* Customer needs drive business</li><li>* State-owned businesses are being sold off to private interests</li></ul>

**Source:** A.S. Grove, 'Welcome to The Changing World of Work', In Today's World of Dynamic Change, Only The Paranoid Survive, chapter 1, p3.

### *2.1.1 Globalization*

The domain of business now covers the entire planets. The world of commerce is becoming wired like an integrated circuit, with no nation left out of the loop. International competition has raised the standard of performance in quality, cost, productivity, and response times. The business world reeling under the impact of recent historical events- the breakup of the Soviet Union and the opening of markets among its former republics and throughout the former Eastern bloc; the long- awaited arrival of Europe '92 with its lowering of internal trade boundaries; and the implementation of the North American Free Trade Management. All this means a new set of opportunities and upheavals for companies that strive to meet global competitive standards. Globalization causes the need for innovation and new levels of customer service<sup>12</sup>.

Twenty five or thirty years ago, national borders acted to insulate most firms from foreign competitive pressures. They no longer do. National borders have become nearly meaningless today in defining an organization's operating boundaries. It has become increasingly irrelevant, for instance, to label a company's home country. BMW is supposedly a German firm, but it builds cars in South Carolina. Ford is headquartered in Detroit, builds its Mercury Tracers in Mexico, etc. Toyota makes cars in Kentucky, McDonalds sells hamburgers in China. If Sony sold its products only in its home country of Japan, its sales potential would be limited. Japan has a population of 125 million, by going global, Sony has been able to market its products to billions of people<sup>13</sup>. These examples illustrate that the world has become a global village<sup>14</sup>.

With the breaking down of national borders and the search for expanded markets has come economic interdependence. Unlike ever before, business firms are finding their financial performance heavily dependent on economic conditions in foreign countries. As a case of point, the Asian financial crisis of the late 1990's severely undermined the performance of companies like Intel and Motorola, which<sup>15</sup>

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<sup>12</sup> Richard L. Daft, **Management**, 4th Edition, USA: The Dryden Press, 1997, p58.

<sup>13</sup> Grove, p3-5.

<sup>14</sup> Managers & Management, p49.

<sup>15</sup> Grove, p3-5.

relied heavily on markets in Japan, South Korea, Hong Kong, Singapore, Thailand, and Indonesia for a significant portion of the sales<sup>16</sup>.

But globalization doesn't just mean doing business across national borders. It also means expanded competition for almost every type of organization. Today's managers must be aware that they face foreign competitors as well as local and national ones. The two major forces driving globalization have been the search for expanded markets and efforts to reduce costs. Companies must shorten the time for developing new products, and new products must account for a larger percentage of total income because international competitors are relentless innovators. Globalization has also triggered the need for new management approaches that emphasize empowerment of workers and involvement of employees. The success of Japanese and other foreign firms that emphasize employee involvement has encouraged many U.S. companies to adopt more participatory management practices in response to growing international competition<sup>17</sup>.

Many organizations have also been motivated to expand beyond national borders in order to gain competitive advantages over rivals. The fact that many North American and European firms manufacture products such as semiconductors and textiles in the Southeast Asia can be explained largely in terms of lower labor costs. Competitive advantage also explains the popularity of moving jobs to Mexico (low labor costs), factories to Canada (low cost energy), developing mines in Australia (abundant low materials), and running administrative operations out of Hong Kong (low taxes and minimal government regulations). It can explain the recent move by Western companies into central Europe to gain access to its low-cost, high skilled labor force. When workers in Western Germany make more than \$33 an hour, and their contemporaries less than \$3 an hour in Poland and the Czech Republic, there is no surprise that firms are moving jobs like Warsaw and Prague<sup>18</sup>.

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<sup>16</sup> Grove, p3-5.

<sup>17</sup> Daft, p58.

<sup>18</sup> Grove, p4-5.

### *2.1.2 Information & Technological Changes*

Information means data that has been converted into a meaningful and useful context for the receiver. Information technology can be defined as the hardware, software, telecommunications, database management and other information-processing technologies used to store, process, deliver information. These technologies allow managers to generate and access complex databases of customer and organizational information. They enable employees throughout the organization to communicate in ways previously not possible<sup>19</sup>. It has been forgotten that only 20 years ago, almost no one had a fax machine or a cellular phone; the terms e-mail and modem were in the vocabulary of, perhaps, a couple of hundred people; computers occupied entire rooms rather than 11 inches of lap space; and networks referred to the major providers of television programming<sup>20</sup>.

Technology increasingly dominates both economy and society. All careers and businesses will be transformed by new technologies in often unpredictable ways. The era of the entrepreneur will make 'boutique' businesses more competitive with benemoths, as mid-sized institutions get squeezed out. And medical breakthroughs and the ongoing health movement will enhance- and extend- people's lives<sup>21</sup>.

Since the 1970s, U.S. companies such as General Electric, CitiGroup Technologies, Wal-Mart, and 3M have been using automated offices, robotics in manufacturing, computer assisted desing software, integrated circuits, micro-processors, and electronic meetings. These technological advances make the organizations more productive and help them and maintain a competitive advantage<sup>22</sup>.

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<sup>19</sup> Daft, p684.

<sup>20</sup> Grove, p5.

<sup>21</sup> Marvin J. Cetron, Owen Davies, "**Trends Now Changing The World: Technology, The Workplace, Management, and Institutions**", *The Futurist*, Jan/Feb 2001, Vol. 35, Issue 1, Ebscohost Database, (23 October 2010).

<sup>22</sup> *Managers & Management*, p54.

- The silicon chip and other advances in information technology have permanently altered the economies of the world and, the way people work. Digital electronics, optical data storage, more powerful and portable computers, and the ability for computers to communicate with each other are changing the way information is created, stored, used, and shared.
- Research and development plays a growing role in the economy.
- Advances in transportation technology will speed travel and shipping, both on land and in the air.
- Spending on drug and biotech Research & Development will grow.
- The pace of technological change accelerates with each new generation of discoveries and applications.
- Important medical advances will continue to appear almost daily.
- The internet is growing logarithmically and globally<sup>23</sup>. The growing of the internet made a new term emerge: “Social Media”. Due to the rising of the social media, customers are more aware and connected. They share all their thoughts about the products even positive or negative. So, the management of brands and reputation of the organization are far more difficult in these days. Many companies today have Facebook, Twitter etc. accounts on social media. They interact with their customers, follow up their comments about their products and manage their brands through social media. Moreover, they use social media for sharing their job openings, looking for talent, searching & selecting their employees.

### ***2.1.3 Growth and Decline in Job Sectors***

Futurist Alvin Toffler argued that human history can be divided into waves. The first wave was agriculture. Until the late nineteenth century, all economies were agrarian. For instance, in the 1890’s, approximately 90 percent of people were employed in agriculture related jobs<sup>24</sup>.

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<sup>23</sup> Cetron, Davies, p28-31.

<sup>24</sup> Grove, p6-7.

The second wave was industrialization. From the late 1800s until 1960s, most developed countries moved from agrarian societies to one based on machines.

The third wave arrived in the 1970s. It is based on information. The third wave eliminated low-skilled, blue-collar jobs while creating abundant job opportunities for educated and skilled technical specialists, professionals, and other 'knowledge workers'. Toffler and others see these waves are essential revolutions, in which complete 'ways of life' are thrown out and replaced by new ones.

Before World War I, farmers composed the largest single group in every developed country. Since that time, the proportion of the population engaged in farming has consistently dropped. Now less than five percent of the workforce is needed to provide our food, in the United States, it's under three percent<sup>25</sup>.

The industrial revolution destroyed the careers of hundreds of thousands of skilled craftsmen. But it created a new group-blue collar industrial workers. Economy has traditionally based on the sweat of the blue-collar worker. Although employment opportunities in primary production industries have been declining for over a century, up until the 1960s secondary industries in the manufacturing sector were the backbone of the labour market<sup>26</sup>. In 1900s, industrial workers had become the largest single group in every developed country. They made products such as steel, automobiles, rubber, and industrial equipment. Ironically, 'no class in history has ever risen faster than the blue collar worker. And no class in history has ever fallen faster. Today, blue-collar industrial workers account for less than 20 percent of the U.S. workforce, essentially about the same proportion they held in 1900<sup>27</sup>!

Between 1988 and 1998 70,000 workers in the manufacturing industry were retrenched. Typically workers who lost their jobs were male, blue-collar, full-time permanent employees aged 45 years or older who left school early. The emerging job opportunities contrasted starkly with the jobs that were being lost<sup>28</sup>.

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<sup>25</sup> Grove, p6-7.

<sup>26</sup> Considine, p2-3.

<sup>27</sup> Grove, p6-7.

<sup>28</sup> Considine, p2.

While the manufacturing industry on the whole was downsizing, the service and information sectors were expanding<sup>29</sup>.

Job growth in the past 20 years has been in low-skilled service work (such as fast-food employees, clerks, and home health aides) and knowledge work. This latter group includes professionals such as registered nurses, accountants, teachers, lawyers, and engineers. It also includes technologists- people who work with their hands and with theoretical knowledge. Knowledge workers are cutting the edge of the third wave. Their jobs are designed around the acquisition and application of information.

The economy needs people who can fill these jobs, and they will be paid for their services. Meanwhile, the number of blue-collar has shrunk dramatically. Many blue-collar workers don't have the education and flexibility necessary to exploit the new job opportunities in the information revolution. They don't have the specific skills to move easily into high-paying technology jobs. This situation contrasts with the shift from the first wave to the second. The transition from the farm to the factory floor required little skill, just a strong back and the willingness to work hard<sup>30</sup>.

#### ***2.1.4 Diversity***

Arvin Meritor, which is a leading global provider of innovative customer solutions that enhance mobility safety and the environment, defines diversity as respecting the uniqueness of each individual as it relates to their different personal attributes, experiences and organizational goals<sup>31</sup>.

Women, people of colour, individuals with physical limitations, and immigrants are becoming more the norm than the exception<sup>32</sup>.

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<sup>29</sup> Considine, p2.

<sup>30</sup> Grove, p6-7.

<sup>31</sup> “**Multicultural Women’s Programs**”, Profiles in Diversity Journal, Nov/Dec2007, Vol. 9 Issue 6, p59-72, Business Source Complete Database, (10 November 2010).

<sup>32</sup> Lee Gardenswartz, Anita Rowe, **Managing Diversity: A Complete Desk Reference and Planning Guide**, 1st Edition, USA: Business One Irwin/Pfeiffer & Company, 1993, p4-386.

As workers from different racial, cultural, and ethnic backgrounds enter the workplace with increased strength, both in numbers and in feeling of worth, they are demanding that their realities be given credence, that their needs be addressed, and that their approaches be added to the pool of acceptable alternatives.

While this diversity brings stimulation, challenge and energy it does not always lead to harmony. The mix of cultures, genders, life-styles, and values often becomes a source of misunderstanding and conflict. Many enlightened managers want to create an environment where differences are valued and where people who look, talk and think differently can work productively together.

Old methods fall short, and new ones have yet to be developed. Existing mind-sets are limiting, yet new paradigms have not come into focus. Long-held assumptions are no longer in sync with today's reality, and new truths are yet to be determined.

Today demographic revolution is radically transforming society and organizational life. The changes are fundamental and far reaching. The first place to begin in grappling with this massive societal shift is to examine the five major trends impacting the work trends impacting the workplace diversity<sup>33</sup>.

### **1- Increasing Number of Women in the Workforce**

Another fundamental change to work has been the increased participation rate of women<sup>34</sup>. As recently as 1960, only 32 percent of married women were in the U.S. workforce. Today, that figure is close to 60 percent. Approximately 61 percent of all working-age women in the United States currently have jobs, and women make up 47 percent of the total workforce. Currently, women with children under six years of age are the fastest- growing segment of the U.S. workforce. This trend of women's joining the workforce, incidentally, is taking place worldwide in industrialized nations. The percentage of women in the workforce is rapidly approaching that of men in Great Britain, Canada, Australia, Hong Kong, Singapore, and Japan<sup>35</sup>.

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<sup>33</sup> Gardenswartz, Rowe, p4-386.

<sup>34</sup> Considine, p2.

<sup>35</sup> Grove, p7.

While working mothers, two-wage- earner households, and single parents are commonplace in our society, The Hudson Institute reports that by the year 2000, women will make up almost half (47 percent) of the labor force and 60 percent of the new entrants to the workforce. In addition, women are holding a larger of jobs in management and the professions, especially in fields that have been traditionally male dominated such as law, medicine, and accounting.

In terms of workplace change, women may be seen as having benefited from the rapid increases in part-time employment that have opened up the labour market for women returning to work after several years of child rearing. However, the opportunities that are increasingly becoming available to women returning to work can be a double-edged sword as they face the juggling act of working life and family life<sup>36</sup>.

Having more women in the workforce and more women in the higher levels means organizations have to deal with the needs and circumstances of women, who continue to bear the major burden for home and family responsibilities. Organizations have begun to respond with child-care options, flexible scheduling, elder-care programs, and cafeteria-plan benefit packages. However, they still need to make progress in creating career development options that meet the needs of women. Once satisfied to merely get in, women, like other previously excluded groups, are cracking the glass ceiling and demanding admittance to the upper echelons of organizations<sup>37</sup>.

According to Society for Human Resource Management (SHRM) Workplace Demographic Trends Survey Report, the impact of an increase of women in the workforce would be greater further in the future. Two-fifths of respondents (40%) indicated the increase of women in the workforce had prompted no specific changes, 43% indicated it prompted increasing sexual harassment training and 30% indicated it had prompted a review of compensation with regard to equity. The largest change due to an increase of women in the workforce has been sexual harassment training<sup>38</sup>.

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<sup>36</sup> Considine, p2.

<sup>37</sup> Gardenswartz, Rowe, p386.

<sup>38</sup> Workplace Demographics Trends Survey Report, p11.

These write-in responses centered on flexible scheduling. It is also interesting to note that several respondents indicated their organizations are primarily female. The survey results indicate that employers seem primarily to be concerned with work/life issues when it comes to women in the workforce. But demographic trends show that women are choosing to marry at a later age and choosing to have children later, if at all. They are also making up a larger share of college degree recipients, including graduate and professional degrees, according to the 2000 article “Educational Attainment in the United States,” by the U.S. Census Bureau. Though work/life issues such as flexible schedules, family friendly programs, child care and health care concerns are all valued by women in the workforce, they are by no means everything that women may value. The gap in what employers think women need from the workplace and the reality of what women may want may present great challenges in the future<sup>39</sup>.

## **2- Increasing Number of Minorities in the Workforce**

Changing demographics are beginning to make terms minority and majority invalid and irrelevant in many communities across the country as the percentage of Latinos, African-Americans, and Asian increases. According to Hudson Institute estimates, by the year 2000, nonwhites will make up 29 percent of the workforce. In order to capitalize on this sector of the workforce, organizations will need to expand opportunities for nonwhites by creating more inclusive environments<sup>40</sup>.

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<sup>39</sup> Workplace Demographics Trends Survey Report, p11.

<sup>40</sup> Grove, p7.

### **3- Increasing Number of Immigrants in the Workforce**

The increased participation of women in the workforce is not the only diversity issue reshaping the labor pool. Another is multiculturalism. Globalization has been reducing barriers to immigration. In the United States, the proportion of people of Hispanic, Asian, Pacific Island, and African origin has increased significantly over the past two decades. And this trend will continue. Moreover, multiculturalism is not just a U.S. phenomenon. Countries such as Great Britain, Germany, and Canada are experiencing similar changes. Canada, as a case in point, has large populations of people who have recently emigrated from Hong-Kong, Pakistan, Vietnam, and Middle Eastern countries. These immigrants are making Canada's population more diverse and its workforce more heterogeneous<sup>41</sup>.

Immigrants are flocking to America's shores and over its borders in greater numbers than any period since World War I. Language is one of the greatest challenges immigrants pose for organizations. While some are fluent English speakers, most immigrants are not. Yet a survey of 645 American organizations by Towers Perrin and The Hudson Institute reported that fewer than 10 percent of the companies surveyed had English-as-a-second-language programs for employees. Beyond dealing with language barriers, organizations are faced with the challenge of helping managers understand the cultures of their employees so they can motivate, reward, and build productive work relationships with their diverse staffs.

According to the SHRM Workplace Demographic Trend Survey, respondents indicated a greater impact on their organizations due to an ethnically diverse population with the passing of time<sup>42</sup>.

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<sup>41</sup> Grove, p7.

<sup>42</sup> Workplace Demographics Trends Survey Report, p7.

#### 4- Aging

As the demographic bulge created by the postwar babyboom (1946-1961) passes into maturity, it moves a large proportion of the workforce into middle age<sup>43</sup>. As the babyboomers head into old age, the population of those 65 and older will surge to 53.3 million by 2020, an increase of 63% from 1996.

In 1950, elderly people comprised 8% of the population: in the year 2000, 13%; and by 2020 will comprise 20%. The dramatic increase in the elderly population can be attributed to the aging-boom generation, declining birth rates, and increased longevity<sup>44</sup>. While the majority of workers in the next decade will still be in their most productive years (35-54), the labor force is slowly getting older. This means fewer young, entry-level people, as well as more experienced workers who come with education and training as well as a higher price tag. Organizations will be called upon to help more mature employees to maintain the flexibility and energy needed to deal with an accelerated pace of change<sup>45</sup>. There is a serious lack of knowledge concerning issues of the elderly and the implications of an aging population on social service needs, occupational health, quality-of-life issues, economic impact, and mental health needs<sup>46</sup>.

In addition, businesses will also have to find ways of dealing with the increased competition among older workers for midcareer promotions and management positions at a time when most companies are streamlining and trimming layers of management.

According to the SHRM 2002 Workplace Demographic Trends Survey, it has been thought that aging population will have a greater impact on their workplace in the future. While 50% of the respondents indicated there have been no specific changes due to the aging population in their workplace, 31% of respondents indicated that the aging population has prompted succession planning in their workplaces<sup>47</sup>.

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<sup>43</sup> Gardenswartz, Rowe, p386-387.

<sup>44</sup> Derald Wing Sue, '**Multicultural Social Work Practice**', 1<sup>st</sup> Edition, New Jersey: John Wiley & Sons, 2006, p5.

<sup>45</sup> Gardenswartz, Rowe, p387.

<sup>46</sup> Sue, p 5.

<sup>47</sup> Workplace Demographics Trends Survey Report, p5.

13% indicated the aging population has prompted HR policy changes and 8% indicated it has prompted job sharing. Respondents were also able to indicate other unique benefits, challenges or changes they have seen in their workplace due to the aging population. Benefits and insurance topped the list of these write-in responses along with other healthcare issues, eldercare and flexible scheduling<sup>48</sup>.

## **5- Rising Education and Skill Requirements**

Today's and tomorrow's jobs require a more highly skilled, more educated work force in a society where the education and skill levels of population are declining. This trend may prove a barrier to minority groups who have been educationally disadvantaged and who have traditionally entered the workforce through unskilled or semiskilled jobs. Organizations will need to create bold new methods of training employees in both basic and job-related skills and retraining existing workers to keep up with the demands of the workplace<sup>49</sup>.

In addition to all of those trends as we discussed above increased diversity in the workplace reinforces the importance of fair employment practices. It also offers potential performance gains for those employers who can successfully tap the talents of a diverse workforce. But cultural bias is still a limiting factor in too many settings. It can take the form of prejudice, the holding of negative, irrational attitudes toward individuals because of their minority group identity. It can also take the form of discrimination, whereby prejudice results in actual disadvantage to minorities by denying them full benefits of organizational membership. Consider what some call the glass ceiling effect-the existence of an invisible barrier that prevents women and minority workers from rising above a certain level of organizational responsibility. Even as the workforce grows more diverse, one fact remains clear- top management jobs are still held disproportionately by white men. Indeed, the lack of advancement opportunity in larger corporate enterprises is sometimes cited as a reason for the impressive growth in business ownership by women<sup>50</sup>.

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<sup>48</sup> Workplace Demographics Trends Survey Report, p5.

<sup>49</sup> Gardenswartz, Rowe, p387.

<sup>50</sup> Schermerhorn, p16-17.

There is more to the diversity issue than simply ‘white males doing good deeds for minorities and women.’ says one consultant. Managing diversity means enabling every member of your workforce to perform to his or her potential.’ A female vice president at Avon calls managing diversity ‘a question of consciously creating an environment where everyone has an equal shot of contributing, participating, and most of all advancing. Although easily said, this may not be easy for some to do- especially those generations of managers used to dealing with more homogeneous work groups in more traditional work settings. Thus, more and more organizations are offering special training programs to help employees understand and value a diverse workforce<sup>51</sup>.

#### ***2.1.4.1 Benefits of Diversity for Employers***

Initial studies of women-friendly companies, (those with a good track record of promoting women to managerial and executive positions throughout the organization) has led to identification of preliminary themes that appear to be crucial in developing and sustaining organizations that benefit from the diversity resulting from women and men working together and equally at all levels.

#### ***2.1.4.2 Managing Diversity***

The diversity that exists in the workforce requires managers to be more sensitive to the differences each group brings to the work setting. For example, managers will have to shift their philosophy from treating everyone alike to recognizing individual differences and responding to those differences in ways that will ensure employee retention and greater productivity.

They must be in a position to recognize and deal with different values, needs, interests, and expectations of employees. They must avoid any practice or action that can be interpreted as being sexist, racist, or offensive against minorities<sup>52</sup>.

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<sup>51</sup> Schermerhorn, p16-17.

<sup>52</sup> Managers & Management, p57-63.

Such as organizations as Levi Strauss, Hewlett Packard and U.S. West are providing sophisticated diversity training programs for their managers to help them better communicate, motivate, and lead. These training programs are designed to raise diversity consciousness among current employees.

### ***2.1.5 Changing Social Expectations***

The importance of corporate social responsibility surfaced in the 1960s when the activist movement began questioning the singular economic objective of business. Managers are now regularly confronted with decisions that have a dimension of social responsibility, philanthropy, pricing, employee relations, resource conservation, product quality, and operations in countries with oppressive governments are some of the more obvious factors<sup>53</sup>.

The 1960s gave us the beginning of the heightened expectations for business firms. The term corporate social responsibility became an established part of our vocabulary. Today, business firms are expected to act as responsible citizens. Society expects corporations, for instance, to contribute to worthy charities, support community programs, and pursue environmentally friendly policies. Executives of these firms are expected to maintain and promote high ethical standards. A recent survey found that Dow Chemical, Exxon, and General Electric were rated negatively by consumers largely because of perceptions about their environmental records or ethical practices. In a globally competitive world, few organizations can afford the bad press or potential economic repercussions associated with being seen as socially irresponsible.

Social responsibility includes a broad range of issues including community relations, employee relations, product development and liability, policies to support women and minorities, and not doing business in countries that abuse human rights. Currently, sensitivity to the environment is receiving a great deal of attention. Business is reassessing its forms of packaging, recyclability of products, environmental safety practices, and the like<sup>54</sup>.

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<sup>53</sup> Managers & Management, p57-63.

<sup>54</sup> Grove, p7-8.

'The idea of being environmentally friendly, or 'green', will have an impact on all aspects of the business-from the conception of products and services to use and subsequent disposal by customers<sup>55</sup>'.

### ***2.1.6 Entrepreneurship***

Entrepreneurship is the process of initiating a business venture, organizing the necessary resources, and assuming the associated risks and rewards. Entrepreneur is someone who recognizes a viable idea for a business product or service and carries it out. This means finding and assembling necessary resources- money-people, machinery, location-to undertake the business venture.

Not so long ago, scholars and policymakers were worrying about the potential of small business to survive. Today, entrepreneurship and small business are increasingly important parts of the business world. Today's economy is fertile soil for entrepreneurs. The economy changes constantly, providing opportunities for new businesses<sup>56</sup>. It is a watershed event in the world of business. People are creating their own businesses at unprecedented rates. It is happening in all over the world. The magnitude of change is impressive: In 1950 there were 90,000 new start-up businesses in the United States; the comparable annual figure today is 2 million.

There has always been a segment of population that has wanted to control their own destiny. Such people have long chosen entrepreneurship. But recent changes in the economy have stimulated increased interest in being one's own boss. The downsizing of large corporations has displaced millions of workers and managers. Many of these employees have taken the trauma of being laid off and turned it into a self-employment opportunity, frequently financed in large part by severance pay or an early retirement bonus<sup>57</sup>.

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<sup>55</sup> Grove, p7-8.

<sup>56</sup> Daft, p174.

<sup>57</sup> Grove, p8.

Other members of the corporate world have seen colleagues, relatives, and friends lose their jobs and have concluded that future opportunities in downsized corporations will be limited. So they have voluntarily cut their ties and chosen self-employment. Another force boosting entrepreneurship is growing options in franchising. Purchasing a franchise such as Burger King, Merry Maids, Stanley Steamer, or Subway allows an entrepreneur to run his or her own business but with less risk. Franchises have a lower failure rate than the typical new business because of the marketing, operations, and management support provided by the franchiser.

From a globalization perspective, we should note that entrepreneurship is probably more important to the economic health of developing countries than like the United States, France, or Australia. Developing economies are dependent on small business to create employment opportunities. The road to prosperity can come only through job creation<sup>58</sup>.

### ***2.1.7 The Importance of the Customer***

In recent years, the perception of the customers' needs were interpreted so differently. Henry Ford said his customers could have any color car they wanted 'as long as it is black.'

Today's perception is quite different. "If you do 20 things well and one thing badly, the customer will remember the bad" says Alistair Stewart, managing director, etc. venues. According to Dr. Fiona EUis-Chadwick, senior lecturer in retail management at The Open University Business School: 'Companies with effective technologies make more informed decisions about service. Jo Causon, chief executive of Institute of Customer Service says that a fundamental power is taking place in favour of customers<sup>59</sup>.

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<sup>58</sup> Grove, p8.

<sup>59</sup> "Today's World of Work", Jul/Aug2010, Vol.63 Issue 11, p54-60, Ebscohost Database, (11 September 2010)

Stew Leonard, the world's largest dairy store in southern Connecticut, says there are only two rules in its business. 'Rule 1- The customer is always right. Rule 2- If the customer is ever wrong, reread Rule 1. 'Today's economy is being driven by the Stew Leonards of the world. They realize that long-term success can be achieved only by satisfying the customer. It is the customer who ultimately pays all the bills. And today's customers have more choices than ever and are, therefore, more difficult to please. 'We are going to have multiple countries competing in same businesses,' says former vice chairman of Xerox, William F. Glavin. 'Fulfilling customer requirements with lower cost will be the driving factor in success.' Glavin's viewpoint is widely shared by managers. For instance, a recent survey found that senior executives rated customer satisfaction as the most important issue determining business success- ahead of financial performance, competitiveness, and marketing.

Customers are demanding quick service, high quality, and value for their money. Mass customization, toll-free service hot lines, the growth of mail order, home shopping via television and the internet, discount superstores, and managers who have become obsessed with quality are all responses to more-demanding customers.

Even the definition of quality reflects this perspective: Experts in the quality movement emphasize that 'quality is what the customer says it is. ' To make this theory a reality, organizations and their managers have embarked on several critical activities- continuous improvements in quality, work process engineering, downsizing, and flexibility and rapid response<sup>60</sup>.

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<sup>60</sup> Grove, p8.

### ***2.1.8 Privatization***

‘Privatisation’ is generally used to mean the formation of a Companies Act company and the subsequent sale of at least 50 per cent of the shares to private shareholders. However, the underlying idea is to improve industry performance by increasing the role of the market forces<sup>61</sup>.

Many federal governments historically owned and operated businesses that, it was widely believed, served the public’s interest best when run by the state. These businesses typically included utilities; banks; transportation systems such as airlines, railroads, and bus lines; telecommunication systems; and basic industries like steel and mining. This view of state ownership has been losing popularity over the past 20 years. The new trend is toward privatization, that is, the sale of state- run organization to private business.

In the early 1980s, British Prime Minister Margaret Thatcher and her conservative government sold a number of Britain’s crown corporations to private-sector interests. In recent years, Canada, France, eastern European countries, and much of Latin America have sold off major parts of state-owned businesses. In Latin America, during 1998, for instance, Peru and Venezuela privatized electric and hydroelectric plants, Panama sold off its state-owned sugar corporation, Mexico privatized the Benito Juarez International Airport in Mexico City, Columbia sold off a major part of its rail system, and Brazil sold its state telephone company to private interests.

To move to privatization increases the need for effective management and up-to-date management practises. Profits become expected for shareholders. To achieve those profits, significant improvements in operations leading to improved efficiency are implemented and higher-quality goods and services typically result<sup>62</sup>.

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<sup>61</sup> John Kay, Colin Mayer, David Thompson, **Privatisation and Regulation, The UK Experience**, 1<sup>st</sup> Edition, New York: Oxford University Press, 1986, p35.

<sup>62</sup> Grove, p10.

## 2.2 The New Organization

The economy has been undergoing changes, and so, too, have organizations. As the following describes, the underlying theme is that the 'new organization' is becoming more flexible and more responsive to its environment.

Permanent jobs turns out to temporary jobs. The workforce was relatively homogeneous in the past, but now it is diverse. While quality was an afterthought in the past, now continuous improvement and customer satisfaction are critical. There was a comprehension like 'Control your destiny through independence'. The current comprehension is 'Externalize risk'. Large corporations provided job security in the past. Today, they are cutting overall staff. In the old organizations, the comprehension was that 'If is ain't broke, don't fix it.' New approach is 'Reengineer all processes.' In old organizations, employers find an abundance of prospective employees with the necessary skills. In new organization, employers find a serious shortage of prospective employees with proper skills. In the past, organizations speaded risks by being in multiple sets of businesses. Today, organizations concentrate on core competencies. Workdays were defined as 9 to 5. Today workdays have no time boundaries. While managers were making alone decisions in the past, today employees participate decisions. Work was organized around individuals while today it is organized around teams. Work was defined by jobs in the old organizations. Now work is defined in terms of tasks to be done. Pay was stable and related to seniority and job level. Pay is flexible and broadbanded currently. Business decision making was driven by utilitarianism. Today, business decision-making criteria are expanded to include rights and fairness<sup>63</sup>.

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<sup>63</sup> Grove, p10-11.

**Table 2**

**The Comparison of the Old and the New Organization**

<b>Old Organization</b>	<b>New Organization</b>
<ul style="list-style-type: none"> <li>* Permanent jobs</li> <li>* Control your own destiny</li> <li>* Relatively homogeneous workforce</li> <li>* Quality is an afterthought</li> <li>* Large corporations provide job security</li> <li>* If it ain't broke, don't fix it</li> <li>* Employers find an abundance of prospective employees with the necessary skills</li> <li>* Spread risks by being in multiple sets of businesses</li> <li>* Workdays are defined as 9-to-5</li> <li>* Managers alone make the decisions</li> <li>* Work is organized around individuals</li> <li>* Work is defined by jobs</li> <li>* Pay is stable and related to seniority and job level</li> <li>* Business-decision making is driven by utilitarianism</li> </ul>	<ul style="list-style-type: none"> <li>* Temporary jobs</li> <li>* Externalize risk</li> <li>* Diverse workforce</li> <li>* Continuous improvement and customer satisfaction are critical</li> <li>* Large corporations are cutting overall staff</li> <li>* Reengineer all processes</li> <li>* Employers find a serious shortage of prospective employees with proper skills</li> <li>* Concentrate on core competencies</li> <li>* Workdays have no time boundaries</li> <li>* Employees participate in decisions</li> <li>* Work is organized around teams</li> <li>* Work is defined in terms of tasks to be done</li> <li>* Pay is flexible and broadbanded</li> <li>* Business-decision making criteria are expanded to include rights and fairness</li> </ul>

**Source:** A.S. Grove, 'Welcome to The Changing World of Work', In Today's World of Dynamic Change, Only The Paranoid Survive, chapter 1, p3.

### *2.2.1 The Importance of Flexibility and Temporariness*

Many large companies are converting permanent jobs into temporary ones. Eight percent of Delta Air Lines' workforce are now temporaries. Hewlett-Packard has stated its intention to keep 10 percent of its workforce as temporaries. And 27 percent of Microsoft's Seattle-area employees are temporaries. Six out of every 10 people who work for the giant British retailer Marks & Spencer are part-timers.

In 1983, there were 619,000 temporary jobs in the United States. Today that number is over 2.6 million. In Europe, companies have shifted overwhelmingly to hiring temporary workers. About 11 percent of all jobs in France, and more than 33 percent of those in Spain, are now filled by temporary workers.

It is probably accurate to say that the majority of the workforce prefers permanent, full time employment. But in a world of rapid change, permanent employees limit management's flexibility. A large permanent workforce, for example, restricts management's options and raises costs for firms that suffer the ups and downs of market cycles. So we can expect employers to rely increasingly on temporaries to fill new and vacated positions<sup>64</sup>.

Flexibility and skills development will be at the heart of the workplace of the future. Employers need people who have the right skills and a workforce that is flexible to compete in the global economy. Workers also want more flexibility- the opportunities to work the hours that best suit them and their other interests or needs- for example, in bringing up a family.

Employers need to look beyond their traditional sources of labour to help meet skill shortages. This includes engaging with older workers, mothers returning to work and to using migrant labour<sup>65</sup>.

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<sup>64</sup> Grove, p10-11.

<sup>65</sup> **A Manpower Report**, p1-2.

The challenge faced by business is ever present and growing. All organizations need to take urgent steps to see that they have in place to processes and systems to take account for his. Key will be to adopt these challenges as opportunities and to ensure that staff are aware of what will be required of them in the future<sup>66</sup>.

### ***2.2.2 Externalization of Risk- Outsourcing***

The corporation of the 1960s or 1970s sought to own and control as much of its operating activities as possible. Vertically integrated and largely self-sufficient companies such as General Motors, U.S. Steel, and IBM were role models for the world. They owned the manufacturing plants that built their products. To maintain maximum control, they created powerful centralized departments that carefully monitored the decisions of lower-level managers throughout their companies.

The downside of ownership and control is inflexibility and increased risk. Today's organizations are increasingly responding by externalizing risks. So they are subcontracting out work, licensing products to others, and forming joint partnerships<sup>67</sup>.

Global outsourcing, sometimes called global sourcing, means engaging in the international division of labor so that manufacturing can be done in countries with the cheapest sources of labor and supplies. A company may take away a contract from a domestic supplier and place it with a company in the Far East, 8,000 miles away. With advances in telecommunication, service providers can outsource as well. For example, Citibank taps low-cost skilled labor in India, Hong-Kong, Australia, and Singapore to manage data and develop products for its global financial services<sup>68</sup>. Outsourcing refers to contracting with outside firms to provide resources or services. It is a natural extension of the move to emphasize core competencies. Organizations can focus on their strengths and buy everything else from the outside. Anything can be fair game for outsourcing<sup>69</sup>.

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<sup>66</sup> **A Manpower Report**, p1-2.

<sup>67</sup> Grove, p11.

<sup>68</sup> Daft, p124.

<sup>69</sup> Grove, p11-12.

A survey of 100 of the largest U.S. Corporations found that 77 percent were outsourcing some aspect of their business support services. These include functions such as warehousing, payroll management, tax administration, mailroom operations, and computer systems management. The pharmaceutical giant Merck&Company outsources its mail and copier needs to Pitney Bowes. Keep in mind that outsourcing is not restricted to business services. Sara Lee Corp., as a case in point, recently sold off most of its factories to concentrate on marketing its brands.

Ralph Lauren's Polo Brand clothing is not made by Ralph Lauren. He licenses his name to others and collects a royalty for each garment sold. Disney does not make those. These examples illustrate another way that organizations are externalizing risk. By licensing products, technologies, and similar proprietary properties, firms can let others assume the downside risk while allowing themselves to capture the upside potential.

Boeing and Europe's airbus are competitors, but they have joined forces to do research on developing the next generation of commercial aircraft. Apple Computer relied on Sony's expertise in miniaturization to develop in Powerbook. G & F Industries, a maker of plastic components, has an employee who works full-time and on-site for the high-fidelity systems manufacturer Bose Corp. These examples illustrate another way in which organizations are externalizing risk. They are developing partnerships with other companies to share expertise and personnel. Like outsourcing, partnering allows firms to do more with less and to benefit from other organization's core competencies.

Management is also externalizing risk by creating new kinds of working relationships with its employees. Historically, organizations sought deep commitments and hired almost exclusively for the long-term. These employees were expected to make a career commitment to the organization, be loyal, and hold work as their central life interest. And the organization responded by providing them with relatively permanent employment and long-term career opportunities<sup>70</sup>.

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<sup>70</sup> Grove, p11-12.

Organizations still have such core employees, but they are a shrinking category. Increasingly, organizations are hiring people that called contingent workers, these are temporaries employed by temporary help companies, leased, contract, and part-time workers. And in terms of reducing risk, contingent workers provide management with more flexibility because can be added and deleted easily and with minimal legal hassles. Substitutes and periodic employees - which would include on-call workers (such as substitute teachers and nurses) and people who share a single job- are a residual category that also increase management flexibility<sup>71</sup>.

### ***2.2.3 Workforce Diversity***

Workforce diversity is a term used to describe demographic differences (age, gender, race and ethnicity, and able-bodied-ness) among members of the workforce<sup>72</sup>. As organizations become more heterogeneous in terms of gender, age, race, sexual orientation, and ethnicity, management has been adapting its human resource practices to reflect those changes. Many organizations today- small ones as well as large ones- have workforce diversity programs. They tend to focus on training employees and modifying benefit programs to make them more ‘family friendly.’

Training seeks to increase awareness and understanding of diversity. The typical programs lasts from half a day to three days and includes role-playing exercises, lectures, and group experiences. Hewlett-Packard for instance, has a basic three day program. It covers topics such as awareness of attitudes and prejudices, sexual harassment, workers with disabilities, legal issues, corporate objectives, and management responsibilities. In addition, with the workforce rapidly graying, age-based stereotypes are becoming an important diverse issue<sup>73</sup>.

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<sup>71</sup> Grove, p 11-12.

<sup>72</sup> Schermerhorn, p 15.

<sup>73</sup> Grove, p 11-12.

Family- friendly benefits is a term that encompasses a wide range of work and family programs such as on-site day care, child care and elder care referrals, flexible hours, compressed workweeks, job sharing, telecommuting, temporary part-time employment, unpaid leaves of absence, personal concierge service, and relocation assistance for employee's family members. With more women working and more two-career couples, family-friendly benefits are seen as a means to help employees better balance their personal lives with work. And studies indicate that helping employees resolve work and family conflicts boosts morale, increases productivity, reduces absenteeism, and makes it easier for employers to recruit and retain first-class workers. For instance, a study at Johnson & Johnson found that absenteeism among employees who used flexible work hours and family-leave policies was on average 50 percent less than for their workforce as whole<sup>74</sup>.

#### ***2.2.4 Total Quality Management***

Total Quality Management refers to a concept that focuses on managing the total organization to deliver quality to customers, is at the forefront in helping managers deal with global competition. Four significant elements of Total Quality Management (TQM) are employee involvement, focus on the customer, benchmarking, and continuous improvement. The approach infuses quality values throughout every activity within a company<sup>75</sup>.

In organizations engaged in a wide range of endeavors- for example, Motorola, Xerox, Federal Express, Hospital Corporation of America, Oregon State University, and the U.S. Navy- the goal of improving quality has taken on the appearance of something resembling religion. The term increasingly used to describe this effort is total quality management or TQM. The TQM movement is largely a response to global competition and more demanding customers. Although TQM has been criticized by some for overpromising and underperforming, its overall record is impressive<sup>76</sup>.

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<sup>74</sup> Grove, p 11-12.

<sup>75</sup> Daft, p 59.

<sup>76</sup> Grove, p 14-15.

- Intense focus on the customer. The customer includes not only outsiders who buy the organization's products or services but also internal customers.
- Concern for continual improvement. TQM is a commitment to never being satisfied. 'Very good' is not good enough. Quality can always be improved, TQM creates a race without finish line.
- Improvement in the quality of everything the organization does. TQM uses a very broad definition of quality. It pertains not only to the final product but also to how the organization handles deliveries, how rapidly it responds to complaints, how politely the phones are answered, and the like.
- Accurate measurement. TQM uses statistical techniques to measure every critical variable in the organization's operations. These are compared against standards or benchmarks to identify problems, trace them to their roots, and eliminate their causes.
- Empowerment of employees, TQM involves the people on the line in the improvement process. Teams are used widely in TQM programs as empowerment vehicles for finding and solving problems.

### ***2.2.5 Downsizing***

The old rule of thumb was that organizations hired in good times and fired in bad times. Since the late 1980s, that rule no longer seems to apply, at least among large companies. Throughout the 1980s, for instance, most of the Fortune 500 made drastic cuts in their overall staff. IBM cut staff by 122,000 people, and AT&T by 83,000. General Motors laid off 74,000, Boeing reduced its staff by 61,000, Sears cut 50,000 jobs, and Eastman Kodak has reduced its workforce by 34,000 positions.

Downsizing has become a dominant management strategy. It refers to the practice of reducing an organization's size through extensive layoffs<sup>77</sup>.

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<sup>77</sup> Grove, p 15-16.

### ***2.2.6 Reengineering***

Reengineering is the radical redesign of business processes to achieve dramatic improvements in cost, quality, service and speed. Because the focus is on process rather than function, reengineering often leads to a shift away from a vertical structure to one emphasizing teamwork and empowerment. This approach involves a complete rethinking and transformation of key business processes, leading to strong coordination across functional areas and greater flexibility in responding to changes in the environment<sup>78</sup>. In times of rapid and dramatic change, it is sometimes necessary for managers to ask: How would we do things around here if we were starting over from the scratch? This question expresses the essence of what reengineering is about. It asks managers to reconsider how work would be done and the organization structured if they were starting over. A recent survey of large U.S. firms (with 10,000 and more employees) found that 61 percent engaged in reengineering. A similar survey of 600 European companies revealed that 75 percent had implemented at least one reengineering initiative. Even many Japanese firms are replacing their traditional practice of seeking slow and continuous improvements with reengineering efforts.

The logic underlying reengineering is that organizations develop processes in their early years and then become locked into them despite changing conditions. For instance, most large companies can trace their work practices back to organizing concepts proposed nearly a hundred years ago. The old ways are not responsive enough to customers' needs and inefficient. Managers have to rethink what their organization is about and then reinvent the processes for producing and delivering their goods or services<sup>79</sup>.

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<sup>78</sup> Daft, p354.

<sup>79</sup> Grove, p17.

### *2.2.7 Skill Shortages*

Ironically, at the same time that organizations are downsizing, they are also facing a labor shortage. How is it possible to have too many people while simultaneously having too few people? The answer is: The supply-demand equation has become out of sync. The kinds of skills that people have who are being let go are, for the most part, different from the skills that organizations increasingly need to be competitive.

The changing workplace is putting a premium on workers with strong math, language, and reasoning capabilities. So clerks who predominantly process paper are likely to find themselves ‘downsized’ as their jobs are reengineered. The same fate lies in store for production workers who can not decipher complex instructions, handle basic geometry and calculus, or operate computers.

The demand for people with up-to-date skills will exceed the supply for a number of years into the future. This means management will have to make concerted efforts to hire such people. For instance, they will need to expand the recruiting net to include older workers and foreigners. And once hired, to keep these in-demand employees they’ll need to introduce more flexible work arrangements, provide challenging work assignments, and create a stimulating workplace<sup>80</sup>.

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<sup>80</sup> Grove, p18.

### ***2.2.8 Core Competencies***

Many organizations in the past thought they could be all things to all people. The growth of conglomerates such as Gulf & Western, ITT, Textron, Rockwell International, TRW, United Technologies, and Litton Industries in the 1960s reflected a belief that the most effective organizations were ones that spread their risks by being in diverse businesses.

Today's successful organizations are playing to their strengths. They are focusing on what they do best and what makes them special-their core competencies-and are selling off or closing down noncore businesses. Core competencies are the capabilities of an organization that distinguish it from its competitors. They tend to be based on knowledge rather than on current products or assets owned. Examples of capabilities that can be core competencies include superior research and development, a unique technology, manufacturing efficiency, or outstanding customer service.

### ***2.2.9 The Flexible Workday***

The workforce has always been characterised by, among other things, the hours that people are engaged in at the workplace. Workers are traditionally classified as being engaged in the labour market on either a full-time and part-time status. Over the last twenty years, however, there have been dramatic changes in hours people work. One of the most significant changes has been the disturbing trend in growing proportion of the workforce that is experiencing work intensification. Work intensification has been the result of both an increase in actual hours engaged and a reduction in the number of employees at the workplace due to downsizing<sup>81</sup>. Organizations are redefining what we call 'the workday'. The concept of a '9-to-5' job essentially a residual of the 1950s, when labor could be measured in an office or a factory. Today, especially among professionals and technical specialists, the line is increasingly blurred between work and personal lives<sup>82</sup>.

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<sup>81</sup> Considine, p 3.

<sup>82</sup> Grove, p18-19.

At one time, only doctors were on call 24 hours a day. Now that the organizations are pursuing global opportunities and have mobil communication capabilities, employees are increasingly expected to be on call around the clock. Business opportunities in Cape Town, South Africa, may require people in Honolulu to be having phone conversations when most people in Hawaii are sound asleep.

It is the unusual professional that does not take work home nowadays. Meanwhile, millions of workers are just staying home, networking their computer to the ones at their employer offices, and telecommuting. And an increasing number of organizations are keeping their offices open all the to accommodate the diverse schedules of employees. It is no longer that unusual for employees at Microsoft, Intel, The Princeton Review, and thousands of other organizations to put in 70-80-hour-weeks, working through the night and on weekends<sup>83</sup>.

#### ***2.2.10 Empowered Employee***

A significant recent trend in corporate world is for top executives to empower lower employees. Empowerment means giving employees the power, freedom, knowledge, and skills to make decisions and perform effectively. Traditional management tries to limit employees, while empowerment expands their behavior. Empowerment may be reflected in self-managing work teams, quality circles, job enrichment, and employee participation groups as well as through decision-making authority, training and information so that people can perform jobs without close supervision. Fully 74 percent of executives in a survey claimed that they are more participatory, more concerned with consensus building, and more reliant on communication than on command compared with the past. Executives no longer hoard power<sup>84</sup>.

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<sup>83</sup> Grove, p18-19.

<sup>84</sup> Daft, p497.

Most organizations that were created before the early 1980s were designed around the notion that there should be a clear division of work and responsibility between management and workers. Managers were to do planning and thinking, and workers were just to do what they were told. This approach made good sense at the turn of the century, but it doesn't work too well anymore. Most organizations are today redesigning work and jobs so as to let workers make many of the job-related decisions that previously were made exclusively by managers. This transfer of job-related authority and responsibility from managers to workers is called empowerment.

There were at least three forces at work. First, the workforce has changed. Today's workers are far better educated and trained than they were in the early part of this century. In fact, because of the complexity of many jobs, today's workers are often considerably more knowledgeable than their managers about how best to do their jobs. Second, global competitiveness demands that organizations be able to move fast. Companies must be able to make decisions and implement changes quickly. When people who actually do the work are allowed to make their own job-related decisions, both the speed and quality of those decisions often improve.

Finally, there is the effect of dismantling organizational hierarchies. Organizations have eliminated many middle-management positions and flattened their structures in order to cut costs and improve responsiveness. This process has left many lower-level managers with a lot more people to supervise. A manager who had only six or eight employees to oversee could closely monitor each person's work and micromanage activities. Now that manager is likely to have twenty or thirty people to oversee and can't possibly know everything that is going on. So managers have been forced to let go of some of their authority<sup>85</sup>.

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<sup>85</sup> Grove, p19-20.

Empowering employees works because total power in the organization seems to increase. Everyone has more say and hence contributes more to organizational goals. The goal of senior executives in many corporations today is not simply to wield power but also to give it away to people who can get jobs done.

### ***2.2.11 Organising Around Teams***

Probably the most widespread trend in the new organization has been the effort by companies to implement team concepts. The vertical chain of command is a powerful means of control, but passing all decisions up the hierarchy takes too long and keeps responsibility at the top. Companies in the 1990s are trying to find ways to delegate authority, push responsibility to low levels, and create participative teams that engage the commitment of workers. This approach enables organizations to be more flexible and responsive in the competitive global environment<sup>86</sup>. Teams are a structural device that allows organizations to increase flexibility. A recent survey found that 73 percent of U.S. organizations have at least some employees working in teams, most of which are cross-functional or interdepartmental. Division of labor created overfragmented work tasks. People began to lose sight of the big picture. And coordinating activities between departments became increasingly difficult. Cross-functional work teams break down both horizontal and vertical hierarchical barriers, and allow the organizations to respond more quickly to changing situations<sup>87</sup>.

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<sup>86</sup> Daft, p338-498.

<sup>87</sup> Grove, p 19-20.

### *2.2.12 Dejobbing and the Loss of Traditional Job Security*

For those who are employed there is an ever increasing risk of losing their jobs as the full effects of economic restructuring within organizations takes its toll through downsizing and retrenchments. Job insecurity has become one of the most common sources of social anxiety during 1990s. In the late 1990s about 25 percent of people felt that their current job was not safe. In the 1980s and 1990s globalisation, information technology and organizational restructuring have accelerated the rate at which work has been changing to an extent never seen before. These changes have had an impact on the demand for labour and although new jobs emerge and some industries expand, losing one's job is not uncommon in a modern economy<sup>88</sup>. Organizations are actually eliminating jobs. By that we mean that the whole notion of jobs, as we have come to know them, is rapidly becoming obsolete. Before 1800, very few people had a job. People worked hard raising food or making things at home. They had no regular hours, no job descriptions, no bosses, and no employee benefits. Instead, they put in long hours on shifting clusters of tasks, in a variety of locations, on a schedule set by the sun and the weather and the needs of the day. It was the industrial revolution and the creation of large manufacturing companies that brought about the concept of what we have come to think of as jobs. But the conditions that created the job are disappearing. Customized production is pushing out mass production; most workers now handle the information, not physical products; and competitive conditions are demanding rapid response to changing markets<sup>89</sup>.

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<sup>88</sup> Considine, p 3-4.

<sup>89</sup> Grove, p20.

In a fast moving economy, jobs are rigid solutions to a fluid problem. In reality, they are no solution at all. Organizations can rewrite a person's job description occasionally, but not every week. When the work that needs doing changes constantly- which increasingly describes today's world- organizations can't afford the inflexibility of traditional jobs with part-time and temporary work situations. They are increasingly relying on 'hired guns'- members of the contingent workforce (temporaries, part-timers, consultants, and contract workers) who join project teams created to complete a specific task. When the task is finished, the team disbands. People then move on to new teams within the organization or join teams in another organization. Some people are working on more than one team at a time<sup>90</sup>.

The job is a 'social artifact' and that we are entering a brave new world- a 'de-jobbed' society where everyone will be a freelancer. Workers will do projects and work on things, but they won't have traditional sense of rungs on an organizational career ladder. To survive, they will need what he calls the 'DATA approach' to managing their own careers- knowing their own Desires, Abilities, Temperament, and Assets. This is another call for the self-managed career, with employability, not employment, as the goal<sup>91</sup>.

The dejobbing of work is undermining the security that employees of 20 or more years ago enjoyed. Organizations are increasingly offering people flexibility and autonomy in place of security and predictability.

The dejobbing of work is well under way. For instance, most employees at Boeing, Intel and Microsoft are typically assigned to a project when they are hired. As the project changes over time, many employees are added to and dropped from various projects. At any given time, many employees are working on multiple projects, under several team leaders, keeping different schedules, being in various places, and performing different tasks<sup>92</sup>.

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<sup>90</sup> Grove, p20.

<sup>91</sup> Stewart D. Friedman, Jeffrey H. Greenhaus, **Work And Family- Allies or Enemies?**, 1<sup>st</sup> Edition, New York: Oxford University Press, 2000, p15.

<sup>92</sup> Grove, p20.

This model also describes the majority of jobs in advertising, consulting firms, and the largely freelance workforce of creative and technical people in entertainment industry.

The dejobbing process will take time to fully enmesh itself. As a result, it may be more realistic to envision today's workforce, and the one in place for the next 15 or 20 years, as made up of three classes of employees that vary in degrees of connectedness to the organization. There will be a small core of permanent employees who have the skills and knowledge that allow the organization to maintain its core competencies. These people will have the security typically associated with what employees had a generation ago when working for a large corporation. A second group will essentially be contract workers. The organization will offer them employment for a specified period of time. This will be the bulk of any organization's workforce. As long as their job lasts and their performance is satisfactory, these contracted employees will have full-time work. Finally, a third set of workers will be part-timers. They will work brief periods, on an as-needed basis. These employees will have minimal loyalty to the organization because the organization will make a minimal commitment to them.

### ***2.2.13 Flexible Compensation***

The traditional method of compensating people for their work reflected a time of stability. Pay was determined largely by seniority and job level. The trend in recent years has been to make pay more flexible and to reduce the number of grade levels.

By linking pay to performance variables such as individual or team productivity or corporate profits, management is able to turn labor expenses into variable rather than fixed costs and consequently has more flexibility in dealing with labor costs. Another, perhaps less desirable, consequence is that employees' pay is less predictable; it can vary very significantly from year to year<sup>93</sup>.

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<sup>93</sup> Grove, p20-21.

In the past, employees typically had to move up in the organization to get major increases in pay. The latest trend is toward broadbanding compensation-replacing multiple pay grades with a few wide scales<sup>94</sup>.

#### ***2.2.14 The Rise of Social Responsibility and Ethics***

The dignity is so important for the companies today. Reputation is critical too. Ethics is difficult to define in a precise way. In a general sense, ethics is the code of moral principles and values that govern the behaviors of a person or group with respect to what is right or wrong. Ethics sets standards as to what is good or bad in conduct and decision making. Ethics matters so much for the companies to think, make reasonable choices. The concept of ethics is different than morality. It is about how a company lives, how it makes choices and how it runs itself. In short time, being an ethic company is expensive, but in time it is paid off by good reputation.

Social responsibility refers to the obligation of organization management to make decisions and take actions that will enhance the welfare and interests of society as well as the organization.

Ethical dilemma is a situation that arises when all alternative choices or behaviors have been deemed undesirable because of potentially negative ethical consequences, making it difficult to distinguish right from wrong.

Social responsibility can be a difficult concept to grasp, because different people have different beliefs as to which actions improve society's welfare. To make matters worse, social responsibility covers a range of issues, many of which are ambiguous with respect to right or wrong. One reason for difficulty understanding social responsibility is that managers must confront the question 'responsibility to whom?' From a social responsibility perspective, enlightened organizations view the internal and external environment as a variety of stakeholders. Stakeholder means any group within or outside the organization that has a stake in the organization's performance<sup>95</sup>.

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<sup>94</sup> Grove, p 21.

<sup>95</sup> Daft, p142-151.

Business firms today are more socially responsible than at any time in the recent past. Yet they continue to be frequently criticized for their lack of social responsibility. What has happened is that society's expectations of what is considered 'proper conduct' have risen faster than the ability of business to raise its standards. So, even though businesses today are more socially conscious, the public's perception is that they still have significant room for improvement.

Most business firms today recognize that their responsibilities go beyond merely obeying the law and earning a competitive financial return for their owners<sup>96</sup>. Shanley found that corporations that had a foundation and that gave money to charity had positive reputation. Similarly, Branco and Rodrigues have argued that corporate social responsibility enables firms to improve reputation with a broad range of stakeholders including customers, suppliers, competitors, bankers and investors. Corporate social responsibility can positively affect financial performance, institutional investment, and share price, all of which have a positive affect on corporate reputation<sup>97</sup>.

If a company acts against the ethics, it will be announced and mentioned badly all over the social media web sites such as Facebook, Twitter and the like. The informal communication makes managing a brand more difficult than yesterday.

Utilitarianism, which assesses actions in terms of providing the greatest good for the greatest number, no longer is the single criterion by which business decisions can be judged. It prevailed when organizational performance was assessed by narrow goals as efficiency, productivity, or profit maximization. As managers have become aware of the number of stakeholders they must satisfy, they have expanded their decision criteria to include respecting and protecting basic rights of individuals. (e.g., privacy speech, due process) and ensuring that rules are enforced fairly and impartially<sup>98</sup>.

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<sup>96</sup> Grove, p 21.

<sup>97</sup> **Academy of Management Proceedings**, 2010, p1-6, Ebsco Database, (02 January 2011).

<sup>98</sup> Grove, p21-22.

Today, companies such as McDonald's, Ben & Jerry's, Timberland Co., Polaroid and Levi-Strauss have become standard-bearers for responsible and ethical practices. McDonald's is well-known for its charitable efforts, including support for Ronald McDonald Houses. Ben & Jerry's has become the prototype for a socially responsible firm with its efforts to promote world peace, preserve the environment, and support local businesses. Timberland and Polaroid were both recipients of America's Corporate Conscience Awards- the former for community service and the latter for responsiveness to employees. And Levi-Strauss has won accolades for its progressive human resource policies and proactive stance on setting ethical guidelines for doing business with foreign contractors.

### **2.3 The New Employee and the Woman-Friendly Organization**

All the changes in the economy and in organizations redefined the employee. In the past, low-skilled jobs in manufacturing were paid well, while today they are paid poorly. Old employees developed narrow, specialized skills, while new employees develop multiple skills today.

Old employees received job security in return for loyalty, but today the job security is minimal. In the past, organizations took responsibilities for career development. Today, employees are responsible for career development. Training occurred before employment, while today retraining is continual. Old employees are individual performers. New employees are team players. In the past, predictability and stability minimized alienation and stress. Today, unpredictability and instability heighten alienation and stress<sup>99</sup>.

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<sup>99</sup> Grove, p22-23.

**Table 3**

**The Comparison of the Old and the New Employee**

<b>Old Employee</b>	<b>New Employee</b>
<ul style="list-style-type: none"> <li>* Low-skilled jobs in manufacturing pay well</li> <li>* Develops narrow, specialized skills</li> <li>* Receives job security in return for loyalty</li> <li>* Organization takes responsibility for career development</li> <li>* Training occurs before employment</li> <li>* Is an individual performer</li> <li>* Predictability and stability minimize alienation and stress</li> </ul>	<ul style="list-style-type: none"> <li>* Low-skilled jobs pay poorly</li> <li>* Develops multiple skills</li> <li>* Job security is minimal</li> <li>* Employee is responsible for career development</li> <li>* Retraining is continual</li> <li>* Is a team player</li> <li>* Unpredictability and instability heighten alienation and stress</li> </ul>

**Source:** A.S. Grove, ‘Welcome to The Changing World of Work’, In Today’s World of Dynamic Change, Only The Paranoid Survive, chapter 1, p3.

***2.3.1 The Biomodal Split***

As recently as 25 years ago, there were plenty of well-paying manufacturing jobs in industries such as steel, automobiles, and rubber for the high school graduate with minimal skills<sup>100</sup>.

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<sup>100</sup> Grove, p22-23.

A young man, for example, could graduate from high school and immediately get relatively high paying and secure job in a local steel plant. But those jobs have all but disappeared.

A good portion of those manufacturing jobs in industrialized countries have been replaced by automated equipment, reconstituted into jobs requiring considerably higher technical skills, or taken by workers in other countries who will do the same work for fraction of wages.

The massive decline of blue- collar manufacturing jobs has created a biomodal workforce. Most low-skilled workers are at an income level just a few dollars above the minimum wage.

High-skilled workers- professionals and technical or knowledge workers who program computers, conduct laboratory tests, fix office machines, and the like- make up almost a completely separate income group whose pay level is almost three times as high as that of most low-skilled workers. These two separate classes of employees differ on more than just their immediate wage levels. They also differ in their potential for future earnings, their mobility, and their job security. Low-skilled workers face a future of permanent low-wages, minimal promotion opportunities, and limited bargaining power with employers. In contrast, the high-skilled group will be able to convert the demand for their skills into financial security and career opportunities.

### ***2.3.2 The Importance of Multiple Skills***

Yesterday's successful employee was someone who had perfected a narrow set of specific skills. This made sense when organizations were essentially stable and the skills needed from week to week or year to year stayed relatively constant. The most efficient organizations were ones who relied heavily on work specialization and employees with a narrow set of skills<sup>101</sup>.

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<sup>101</sup> Grove, p22-23.

Today's ever changing workplace has significantly cut the useful 'shelf life' of an employee's skills. While it might have taken thirty or more years for your grandfather's skills to become obsolete, today's employee is likely to find his or her skills obsolete in just a few years or less.

Employers today are substituting higher-skilled jobs for lower-skilled ones. And they are looking for employees who have multiple skills rather than a narrow specialization. More than two-thirds of the new jobs created in the past several years have been managerial and professional, especially in health care, education, business services, banking, retailing, and telecommunications. At the same time, manufacturing jobs are generally declined. The need for people to do low-skilled, repetitive tasks on an assembly line dropped considerably in the 1990s.

New factory workers rely more on brains than brawn, are able to perform a wide range of high-skilled tasks, and keep their skills current and up to date.

Today's employee needs a multiple set of skills to handle a variety of job tasks. He or she has to be able to move fluidly from one new task to another and between an ever-changing group of projects. The more skills you have, the better able you are to help an organization achieve its goals and the more valuable you are in the job market.

### ***2.3.3 Rising Impermanence***

Regardless of skill level, all employees face a world that provides less permanence and predictability than existed just 10 to 20 years ago. The unwritten loyalty contract that previously existed between employees and employers has been irrevocably broken.

Downsizing, reengineering, outsourcing, and dejobbing are major reasons why the vast majority of individuals no longer can expect to have career-long employment with a single large organization. An increasingly large number of employees have entered the contingent workforce<sup>102</sup>.

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<sup>102</sup> Grove, p25.

If loyalty-for-job-security arrangement is dead. The new deal essentially says to employees: ‘We don’t owe you anything. We make no promises because we don’t know what the future holds. But we shared economic interests. So you have a job here as long as your contribution to the organization’s goal exceeds your cost. And employees are responding by reprioritizing their loyalties. As one expert described it, a worker’s first loyalty is to his or her team or project, second to his or her profession, and only third to the place where he or she works.

The new deal is both good news or bad news for employees. Paternalism and loyalty are on their last legs. Employers are no longer responsible for employees future. The old notion that you joined an organization when you were young, worked hard for a while, built up substantial credits, then coasted into retirement no longer applies.

Job security now is almost completely a function of keeping your skills current and marketable. When or if your ‘value-added’ is less than your cost, your employment is in jeopardy. The good news are employees have the choice, right to demand interesting work, the freedom and resources to perform it well, pay that reflects your contribution, and opportunities to learn skills that increase employee’s market value. Moreover, people who work hard and make a valuable contribution are less likely to have to tolerate working with unproductive colleagues than they would have been in the old, more-permanent structure.

#### ***2.3.4 Rising of Self-Directed Careers***

The new compact between employers and employees transfer responsibility for career development from the organization to the employee. So today’s employees are becoming more concerned than ever with keeping skills current and developing new skills. They see learning as a lifelong process. At one time, a skill learned in youth could provide a living for life. Now technology changes so rapidly that as soon as you have learned something, that something becomes obsolete. In this climate, employees are increasingly recognizing that ‘if you snooze, you lose’<sup>103</sup>.

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<sup>103</sup> Grove, p25.

There will always be other people out there who are keeping current and who are ready to assume your work responsibilities if you show signs of falling behind<sup>104</sup>.

The new careers will represent a move away from traditional emphases on externally defined indicators of progress and success, where the firm controlled the career. Instead, the career will be in the hand of the individual, whose employment security will come from continual learning and adaptation. The old competencies will give way to the meta-competencies of adaptability and self-management<sup>105</sup>.

Some analysts say that workers can expect to change careers- not just jobs, but careers- three or four times during their working lives. If they are right, today's worker must be prepared to go back to school and learn new skills at a minimum of every 5 to 10 years. Since fewer and fewer employers are providing this retraining, most employees will be balancing current work responsibilities with taking courses during their off hours. In the same way that TQM emphasizes continuous improvement, self-directed careers require continuous training.

### ***2.3.5 Continual Retraining & Learning Organization***

The changing workplace, obsolescence and the need for multiple skills, self-directed careers, and dejobbing are forcing employees to become continual learners. 'Going back to school', is becoming commonplace for workers of all types<sup>106</sup>.

The emphasis on learning will really be on learning how to learn. That is how individuals develop and extend their career identities. The self-directed, protean career will have learning to learn as its basic currency<sup>107</sup>.

In previous generations, skill updating and retraining tended to take place after a job or industry suffered a major setback. For most workers, this wasn't likely to happen more than once or twice during their working lifetime<sup>108</sup>.

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<sup>104</sup> Grove, p25.

<sup>105</sup> Friedman, Greenhaus, p15.

<sup>106</sup> Grove, p 25-26.

<sup>107</sup> Friedman, Greenhaus, p15.

<sup>108</sup> Grove, p25-26.

Today, technical colleges, community colleges, universities, and private training organizations find their classrooms filled with individuals ‘who have come to terms with the new workplace mantra: ‘Keep current to keep employed’. Some organizations are providing in-house training for their people. But for those individuals whose employers aren’t taking the initiative, the responsibility falls back on workers to find out what future skills they’ll need and then to develop those skills.

In today’s highly complex world, organizations need to continuously adapt to new situations if they are to survive and prosper. The current trend is toward development of the learning organization, which engages everyone in problem solving and continuous improvement based on the lessons of experience<sup>109</sup>.

The interacting systems that make up the learning organization resemble a web in which each element responds and influences every other element. Leadership provides vision for development of strategies and serves as a crucial support function for empowerment of employees, the determination of organizational design, and the extent of openness in information sharing.

### ***2.3.6 The importance of being a Team Player***

A team is a unit of 2 or more people who interact and coordinate their work to accomplish a specific goal. This definition has three components. First, 2 or more people are required. Teams can be quite large, running to as many as 75 people, although most have fewer than 15 people. Second, people in a team have regular interaction. People who don’t interact, such as when standing in line at a lunch counter or riding in an elevator, do not compose a team. Third, people in a team share a performance goal, whether it be to design a new type of hand calculator or write a textbook<sup>110</sup>.

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<sup>109</sup> Grove, p25-26.

<sup>110</sup> Daft, p 382-591.

With work being increasingly organized around teams, employees have had to become team players. This means developing the kind of skills necessary for being able to contribute to high-performance teams- especially problem solving and group decision-making skills and good listening, feedback, conflict resolution, and other interpersonal skills.

Being a team player is a particular challenge for people who have grown up in cultures that encourage and reward individual achievement. They typically find it difficult to think like a team player and to sublimate their personal ambitions for the good of the team. Consequently, team training programs are popular in companies such as AT&T, Ford, and Motorola (which historically grew and prospered by fostering individual initiative) and among employees raised in the United States, Canada, Great Britain, and Australia (countries that instill individualism in their citizens from an early age)<sup>111</sup>.

### ***2.3.7 Coping with Alienation and Stress***

Stress is defined as the physiological and emotional response to demands, constraints, and opportunities that create uncertainty and lack of personal control when important outcomes are at stake. A key notion concerning stress is that people perceive the situation as taxing or as beyond their resources or control for responding appropriately. Thus, you experience stress if your workload is too heavy for the available time, a deadline is rapidly approaching and you need more information to make a decision, or your boss is dragging his feet on approving a project important to your career. Many life events, such as a promotion, a death in the family, marriage, divorce, or a new baby, can induce stress because of the adjustments they require<sup>112</sup>. For an increasing number of people especially professionals, the changing world of work means long hours, little time for family, and increased feelings for alienation and stress. Alienation and stress are not the sole provinces of professionals. It's affecting workers in all types of jobs<sup>113</sup>.

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<sup>111</sup> Grove, p 25-26.

<sup>112</sup> Daft, p769.

<sup>113</sup> Grove, p 26-27.

Downsizing and reengineering have resulted in many employees having to take on new tasks and, very often, having to work harder. To reduce costs, for instance, companies are frequently increasing overtime among their high-skilled employees. By so doing, the companies don't have to find new workers, train them, or provide additional costly benefits. A major source of alienation and stress has been the downsizing movement. Layoffs have become a permanent part of today's economy, in good times as well as bad. Survivors of downsizing are experiencing alienation and stress as well. Studies confirm that survivors of downsizing experience similar feelings of frustration, anxiety, and loss that people who are laid off do. They feel the strain from having to take on new tasks and learn new skills, the stress from increased workloads imposed when they assume the work of those laid off, and the insecurity about their job future. So even those who survive layoffs are experiencing increased levels of alienation and stress<sup>114</sup>.

As we discussed detailed in this part of the research, the world of work is undergoing through turbulent change. It has been given and discussed the reasons of why an organization needs to change to adapt the new and changing nature of work.

Due to the aim of this study, it is going to be searched in-depth one of the workforce diversity issues, the increasing number of woman in the workforce. However, women are returning to the workforce, having more women in the workforce in the higher levels means organizations needs to deal with the career demands of the working women.

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<sup>114</sup> Grove, p26-27.

### 3. FEMINIZATION OF THE WORKFORCE

#### 3.1 Definition of Workforce Feminization

Recently, arguments have appeared in both business publications and academic journals that suggest a feminization is occurring in the workplace. Feminization is used generally to refer to the rising rate of female participation in the paid labour force and its effect on occupational sex composition and to the women's entry into customarily male fields, such as law, business, and medicine. Feminization of work has a concept encompassing three distinct developments: The entry of women into the paid labour force, their certain concentration in certain kinds of employment; and harmonizing down or the increasing tendency for men to the kinds of jobs traditionally performed by women<sup>115</sup>. Feminization is also used to refer the spread of characteristics culturally ascribed to females and thus held to be feminine in the society. Ann Douglas introduced this usage in the *Feminization of American Culture*, when she documented the spread of domesticity throughout the mass culture of Victorian America. Drawing on Douglas's definition, in the *Feminist Case against Bureaucracy*, Ferguson used feminization to refer to the spread of traditionally feminine traits- such as supportiveness and attention to others- to bureaucratically defined subordinates. Similarly, Calas and Smircich adopted this definition in their description of the continued subordination of women in the global workplace. Fondas followed this tradition by describing feminized managers whose careers are now characterized by temporary, subcontracted, part-time, ad hoc, and insecure employment arrangements<sup>116</sup>.

Women are increasingly playing a larger and more significant role in society. Over the 15-year period from 1990 to 2005 women came to account for 62% of the net increase in the civilian labor force. The upward trend is dramatic: 38% in 1970, 42% in 1980, and 45% in 1990 and nearly 50 % in 2011<sup>117</sup>.

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<sup>115</sup> Melissa Cooke,-Reynold, Nancy Zukewich, **The Feminization of Work**, 2004, Statistics Canada, p24, Ebscohost Database, (15 January 2011).

<sup>116</sup> Michael B. Arthur, Denise M. Rousseau, **The Boundaryless Career: A New Employment Principle for a new Organizational Era**, 1st Edition, 1996, USA: Oxford University Press, Inc. , p282.

<sup>117</sup> U.S. Department of Labor, Women's Bureau, The Participation Rates of Women, 2011, <http://www.dol.gov/wb/>, (26 May 2011).

The trend is not confined to single women alone but includes married women. For example, in 1950 married women accounted for less than 25% of the labor force; only 28% with school age children worked. Now, however, 58% of married women are in labor force, 60% with preschoolers work, and 75% with school age children work. The problem, however, is that women continue to occupy the lower rungs of the occupational ladder but are still responsible for most of the domestic responsibilities. The implications of these changes and facts are many.

- Common sense would indicate that women are subjected to a greater number of stressors than their male counterparts. This is due to issues related to family life and role strain. Studies continue to indicate that working women continue to carry more of the domestic burden, more responsibility for child care arrangements, and more responsibility for social and interpersonal activities outside of the home than married or partnered men<sup>118</sup>.

- Family relationships and structures have progressively changed as we moved from a traditional single earner, two parent family structure to families with two wage earners. The increasing number of women in the workforce cannot be seen in isolation from the wider social, political, and economic context<sup>119</sup>. For example, one quarter of the nation's families are poor, one sixth have no health insurance, one in six small children live in a family where neither parent has a job, women continue to be paid less than men, and 25% of children will be on welfare, then it is imperative that meaningful policies and practices be enacted to deal with gender disparities.

- These disparities are systemic in nature. If social workers are concerned with social welfare, then it is imperative that meaningful policies and practices be enacted to deal with gender disparities<sup>120</sup>.

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<sup>118</sup> A.T. Morales, B.W. Sheafor, **Social Work**, 10<sup>th</sup> Edition, Boston: Allyn & Bacon, 2004.

<sup>119</sup> O.W. Farley, L.L. Smith, S.W. Boyle, **Introduction to Social Work**, Boston, 2003.

<sup>120</sup> Sue, p5.

Because of economic necessity, increasing options for women and personal career choices, the majority of women in today work outside the home, making up close half to the workforce. This fundamental societal change has impacted organizations in significant ways:

### ***3.1.1 Dealing with Family Issues***

While the participation of women in the workforce increases, the makeup of the family changes as well. Changing family makeup is a significant social trend and will have many workplace implications. Family categories have greatly expanded over the past several years, and each type may have the unique workplace needs<sup>121</sup>.

On the other hand, women in the workplace face double jeopardy- the regular pressures and work load of organizational life and the 'second shift' they work when they get home. Because women remain the main caregivers and caretakers in our society, organizations have been forced to deal with family issues as strategic business concerns. Working women as employees, one needs to understand the issues faced by these women. The organization should understand the burden that is being shouldered by these women<sup>122</sup>. Child care, return to work, and leave policies, as well as flexible scheduling options such as job sharing, have been organizational responses to the work, to the work/home conflicts faced by most working women. However, more progress is needed. A recent Towers Perrin/Hudson Institute survey reports that fewer than 10 percent the organizations responding provided near-site or on-site day care or sick child care. Fewer than 15 percent had a gradual return to work policy, 20 percent provided paternity leave. In competing for employees in the projected tight labor market, attending to these needs can be a strategic advantage for a farsighted organization<sup>123</sup>.

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<sup>121</sup> Workplace Demographics Trends Survey Report, p13.

<sup>122</sup> Aditya Narayan Singh Deo, "Gender Diversity and Leadership Inclusion: The Keys to Workplace Success", *Vikalpa: The Journal for Decision Makers*, Oct-Dec 2009, Vol.34, Issue 4, p102-106, Ebsco Database, (16 January 2011).

<sup>123</sup> Gardenswartz, Rowe, p389.

Conventional literature regarding women's careers assumes that women want to work full-time, and alternative forms of work organization upper than upward, linear progression within an organization are regarded with a sense of failure.

Hakim's contention that women have differing orientations to work challenged many of these assumptions and became the subject of much derision from her critics. The only area of common ground appears to be that McRae concurs that most sociological theory is inadequate at explaining women's employment decisions.

Sociological theories overemphasize structural factors, and micro-level explanations such as preference are ignored. However, many women want to care for their own families rather than rely on institutional care and do this by adopting work patterns, which allow them to maximize both their employment careers and family life. Hakim's critics have largely overlooked this fact, preferring instead to focus on economic and social factors and lack of institutional child care as the major constraints upon women's employment. This ultimately means that children are seen as a barrier to a career although the reality is that many women want to pursue both a career and motherhood, expecting both to be equally rewarding. In addition, Hakim's critics focus only on the presence of children as influencing women's orientations to work when Hakim herself mentioned women without children preferring to work reduced hours because they were involved with politics, voluntary work and the like.

Furthermore, there is the question of why very many women who do not have dependent children continue to work part-time. Walsh found that there were a significant number (over a quarter of her sample) who did not want to work other than part-time and had no dependent children<sup>124</sup>.

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<sup>124</sup> Val Caven, "Choice, Diversity and 'false consciousness' in women's careers", *International Journal of Training & Development*, Mar2006, Vol. 10, Issue 1, p41-54, Ebsco Database, (11 February 2011).

They had chosen such arrangements for social contact, financial reasons or because they had no interest in full-time work. There was no evidence of an unfulfilled or latent demand for full-time work amongst these women. Indeed, over three quarters (79 per cent) indicated that they did not wish to return to full-time work in the future.

It is these women that who are of particular interest and who represent the challenge for human resource development (HRD) in terms of job design and career structures. Hakim's explanations, although valuable, are very simplistic as she links reduced involvement in the labour market purely to women's homemaker role and ignores other explanations<sup>125</sup>.

### ***3.1.2 Meeting the Varying Needs and Career Demands of Working Women***

Working women come in all shapes, sizes and lifestyles. Some come from dual-career households, while others are single parents. Child care, elder care or college tuition may be their main concern. Some are midcareer and climbing, aspiring to executive levels, while others are nearing retirement or working to put a child through college. In order to attract and keep competent female employees, organizations have been required to become more flexible and creative in benefits such as healthcare, retirement, and educational reimbursement; incentives such as stock options and bonuses; and policies regarding leaves, work schedules, and the like. According to the Towers Perrin/ Hudson Institute Report, a little over 20 percent of the organizations responding had job-sharing programs, though half offered flextime options<sup>126</sup>.

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<sup>125</sup> Caven, p42.

<sup>126</sup> Gardenswartz, Rowe, p389.

HSBC launched its flexible working policies to establish a 'New Age Work Model' at the workplace. Care was taken to ensure that none of the initiatives became positive differentiators, but were more of enablers towards building an environment that would allow flexibility so long as the work objectives were not compromised. Success stories were shared on a monthly basis about how teams enhanced their productivity after opting for Flexible Work Arrangements (FWA). The most recent story was that of a Commercial Banking Team, one of the first sales teams in HSBC to go on Telecommuting, for which the first cut of the productivity analysis indicated a 63 per cent increase in team productivity for the first month on FWA; and, needless to say, the employees also experienced a healthy work-life balance. It has been an experience that workplace policies for women benefit men as well. Hence the branding around flexible working included explaining the diverse set of requirements it addressed. In fact, today more men than women opt for FWA<sup>127</sup>.

The past three decades have been characterized by dramatic labour-market developments including the mass entry of women into formerly exclusively male domains. Professional work is particularly indicative of this trend where growth in female membership has fuelled optimistic predictions of shattered glass ceiling and gender equity. These developments have led to increasingly optimistic predictions with regards to female emancipation and equal opportunities in what has become known as the feminisation thesis. For instance, the legal profession, traditionally a bastion of male privilege, provides an effective example of these developments.

In England and Wales women were altogether excluded from the profession until the 1920s whilst their numbers never exceeded the 5 per cent mark throughout most of the twentieth century<sup>128</sup>.

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<sup>127</sup> Singh Deo, p102-106.

<sup>128</sup> Daniel Muzio, Sharon C. Bolton, "Feminisation and Paradox", *Irish Journal of Management*, 2006, Vol. 27, Issue 1, p79-93, Ebsco Database, (11 February 2011).

However, today female solicitors, following a sustained period of growth, represent 40 per cent of practicing solicitors whilst providing the absolute majority in the crucial under-35 age band. Moreover, given that these trends are set to continue, the days in which the profession will be (numerically) predominantly female are not that distant. Similar trends are noticeable in other white collar and professional occupations, including management. Much like law, management was a predominantly male domain characterised throughout most of the twentieth century by extremely low female participation rates. It was only over the last twenty years or so that this began to change. Today in Britain, women represent over 30 per cent of this occupational category compared to less than 20 per cent in the late 1970s. Therefore, these two key occupational groups seem to be experiencing some similar developments as women move into traditionally male domains<sup>129</sup>. No longer content to fill the bottom layers of organizations, women are increasing their share of managerial and professional jobs<sup>130</sup>.

Women are increasingly likely to operate in professional roles. The professions' expansion is quantitatively dependent on the participation of a growing number of female members whilst, qualitatively, women professionals are seen as contributing a new range of soft skills and capabilities. Feminisation has to be reframed in an economic context, whereby female participation has been linked to increased profitability, to the development of new capabilities and to a broadening customer base. Thus, women and women's ways have become the most recent material and symbolic resource behind the regeneration of contemporary professionalisation projects<sup>131</sup>.

As organizations face increasing business competition, the improvement of women's career chances in global acting companies could no longer afford to dispense with women's human resources (HR). Global competition and the need for top quality managers are making women's promotion into senior management a business issue, rather than strictly an issue of equity<sup>132</sup>.

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<sup>129</sup> Muzio, Bolton, p79-93.

<sup>130</sup> Gardenswartz, Rowe, p389.

<sup>131</sup> Muzio, Bolton, p79-93.

<sup>132</sup> Johanna Hofbauer, Iris C. Fischlmayr, "**Feminization of International Assignments**", *International Studies of Management & Organization*, Fall2004, Vol. 34 Issue 3, p46-67, Ebsco Database, (22 February 2011).

According to Workforce 2000, women account for nearly half of all professionals. However, in addition to the discrepancy in earning power, women are angry at hitting the glass-ceiling when they attempt to move beyond middle management. In order to retain talented female employees, organizations are recognizing the need to have both genders in the executive suite. Not only does promoting women give other women a sense of possibilities within the organization, but it brings a different leadership style into upper management. Women at lower levels see that you don't have to be 'one of the boys' and lose your own style in order to succeed. Equally important, the organization benefits from the other gender's approach to problems. But on the other hand, it is reported only one or two women at the helm of major U. S. Corporations.

This area of career pathing for women is the most problematic for organizations and the one where least progress has been made because it deals with a central issue in diversity-power sharing. Making the most of today's and tomorrow's diverse work force depends on the ability of those in power, traditionally Euro-American males, to share power with groups who have been previously excluded from corporate decision making<sup>133</sup>.

The reason companies give for choosing to include women along with male managers, how they expect women to contribute once hired, and the levels at which women managers are invited to contribute have been changing rapidly, but subtly, over the last fifty years. According to the CEO of Hewlett- Packard, Carly Fiorina (1998), 'Anytime you have a fiercely competitive, change- oriented growth business where results count and merit matters women will rise to the top'. CEO's are increasingly recognizing that in a global economy. 'Meritocracy – letting talent rise to the top regardless of where it is found and whether it is male or female... (is becoming) essential to business success'<sup>134</sup>.

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<sup>133</sup> Gardenswartz, Rowe, p389-390.

<sup>134</sup> Nancy Adler, "**Global managers: no longer, men alone**", International Journal of Human Resource Management, Aug2002, Vol.13 Issue 5, p743-760, Ebsco Database, (25 February 2011).

Careful observation reveals a rapidly increasing number of countries and companies moving away from historic men-only patterns of global leadership and management.

Of the forty-seven women who have served in their country's highest political leadership position - as either president or prime minister - more than two-thirds have come into office in just the last decade, and all but seven are the first woman their country has ever selected. Similarly, among the current women CEOs leading major companies, almost all are the first woman their particular company has ever selected. The question is no longer, 'Is the pattern changing?' but rather, 'How is it changing? Why is it changing? And how will companies take advantage of the change<sup>135</sup>?'

What are the characteristics or factors that lead firms to appoint more women to their board of directors or top management team? What is the impact of increased female representation on a firm's financial results?

One possible means that has recently shown up on the agendas of academic researchers and corporate board members is the increase of gender diversity. To be sure, few women currently sit on the boards of major corporations. Yet, preliminary empirical evidence suggests that better financial performance might result from increasing female presence on corporate boards and among senior management.

An agency-theoretic rationale for these findings would go as follows: women (like external stakeholders, ethnic minorities, and foreigners) often bring a fresh perspective on complex issues, and this can help correct informational biases in strategy formulation and problem solving. While intuitively plausible and well grounded in cognitive psychology and decision theory, this explanation largely overlooks the concrete tasks mentioned in the above quote. Before it gives advice on strategy, for instance, a corporate board must first appoint the right person as CEO<sup>136</sup>.

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<sup>135</sup> Adler, p743-760.

<sup>136</sup> Claude Francoeur, Réal Labelle, Bernard Sinclair- Desgagné, **Gender Diversity in Corporate Governance and Top Management**, Journal of Business Ethics, Aug2008, Vol.81 Issue 1, p83-95, Ebscohost Database, (11 March 2011).

Special attention will then be paid to the leadership style that seems most appropriate in the actual business landscape.

An autocratic leader might do well in pulling the firm out of a financial crisis, but a more democratic leader will better stimulate creativity and intrapreneurship in highly competitive, innovation-driven industries. If preferences for leadership styles are more influenced by gender than by economic considerations, however, a diverse board might well end up making the wrong appointment, thereby providing an untimely leadership style (or no leadership at all).

Corporate boards must also motivate and monitor the acting CEO. In appraising the latter's work, female directors might put forward the interests of employees and other stakeholders who have an impact on and are impacted by the company's performance. But saddling the CEO with too many (often conflicting) requirements might blur the intended bottom line and dilute incentives, as other developments in agency theory have shown.

From an agency-theoretic standpoint, when one considers the overall impact of gender diversity on the various duties being assumed by a corporate board, it is thus impossible to tell, whether promoting greater female participation will improve or impair corporate governance and, as a direct consequence, corporate financial performance. One might therefore expect that holding a preference for women in corporate board nominations is "neutral," as far as financial performance is concerned.

The pressure on firms to appoint women as directors or senior managers comes from a broad set of people, which includes shareholder activists, large institutional investors, politicians, and consumer groups. A useful grid to explore this phenomenon and its consequences is stakeholder theory. This framework is now widely acknowledged in the management literature for its descriptive accuracy, instrumental power, and normative validity<sup>137</sup>.

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<sup>137</sup> Francoeur, Labella, Sinclair- Desgagné, p83-95.

On the descriptive side, many studies – notably those by the Conference Board and Catalyst– have confirmed the accuracy of stakeholder theory. From this viewpoint, the main proposition to be tested is that firms diligently doing stakeholder management – by giving more voice to women, for example – will, other things remaining the same, be relatively successful. Many reasons would a priori support this assertion, such as catering to women’s purchasing power, fostering a desired role model, signaling commitment toward organizational reform, and drawing from a wider range of intellectual capital. Exploring the latter rationale, for instance, Dallas surveys some psychology research considering the effect of group member characteristics, such as gender diversity, on group decision-making. To summarize, it seems that, in today’s complex and rapidly changing business environment, when it comes to enhancing the quality of decision making, the advantages related to the knowledge, perspective, creativity, and judgment brought forward by heterogeneous groups may be superior to those related to the smoother communication and coordination associated with less diverse sets of people.

Using a sample of 200 large US firms, Shrader et al., do not find any significant relationship between the percentage of women in the upper echelons of management and firm performance. Concerning the participation of women on boards, moreover, they find a negative impact on performance. The latter is measured using accounting data such as return on assets (ROA), return on sales (ROS), return on investments (ROI), and return on equity (ROE). The authors explain, however, that the low percentages of women among top managers or board directors – 4.5% and 8%, respectively – could impair the validity of their findings.

Adler, on the other hand, finds a strong correlation between women-friendliness and firm profitability. His sample, composed of 25 Fortune 500 firms, seems to unveil a strong participation of women in executive slots. Three accounting measurements of operational performance are used: ROS, ROA and ROE<sup>138</sup>.

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<sup>138</sup> Francoeur, Labelle, Sinclair- Desgagné, p83-95.

In a more recent study, Carter et al. also encounter a positive relationship between board diversity (measured by the presence of women and minorities) and firm value. Using a sample of 638 Fortune 1000 firms, the results of this study suggest that a higher percentage of women and minorities on the board of directors can increase firm value, as proxied by Tobin's Q. The study also suggests that the proportion of women on boards is a significant determinant of the fraction of minority directors on boards. Yet, this research does not yield a clear-cut conclusion on the effect of a greater participation of women alone on firm value.

Ryan and Haslam searched the websites of all UK Financial Times Stock Exchange (FTSE) 100 companies to identify those firms that had appointed a woman to their board during 2003. In total, they found 19 female board appointments which they matched for the time of appointment and business sector with 19 FTSE 100 companies that had appointed a man to their board. They compared their annual stock market performance as well as the fluctuations in their monthly performance six months before and after the appointment of a board member. Taking into account situational factors such as stock market fluctuations, they conclude from their archival study that women are more likely to be placed on a 'glass cliff,' in the sense that they are often appointed to leadership positions under problematic organizational circumstances associated with greater risk of failure and criticism.

In what can now be seen as another investigation of the "glass cliff" hypothesis, Adams and Ferreira next document that boards of directors tend to be more homogeneous when firms operate in riskier environments. This might happen, because social homogeneity breeds trust (an argument put forward by Kanter, 1977), and trust is in high demand when a crisis hits. The study also suggests that diverse boards receive additional compensation to palliate the decrease in homogeneity, which in turn may reduce firm value. Yet, the authors acknowledge that firms with more diverse boards hold more frequent board meetings and female directors have fewer attendance problems, which would rather contribute to board effectiveness<sup>139</sup>.

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<sup>139</sup> Francoeur, Labelle, Sinclair- Desgagné, p83-95.

The net effect of gender diversity thus remains unclear. In 2004, finally, Catalyst – a well-known organization often cited for its research on the place of women in business – examined the presumed connection between gender diversity and financial performance. Using a sample of 353 Fortune 500 companies taken from 1996 to 2000, this study comes to the conclusion that firms belonging to the top quartile in terms of diversity achieve better financial performance than their low-quartile counterparts. Financial performance is measured by ROE and raw stock returns, while gender diversity is based solely on the participation of women as corporate officers<sup>140</sup>.

### **3.2 The Historical Background of Workforce Feminization**

Economic growth and emergent technologies have decreased the share of human capital devoted to the production of goods and have directed labor into the creation and delivery of services, bringing an end to the industrial age. In the United States, and in economically and politically diverse settings elsewhere, the twentieth-century transition to postindustrialism has fueled the feminization of work. During the Second World War, women moved into the labour force to replace men, but then exited due to either choice or pressure once the war was finished.

During the subsequent fifty years, technological change, reduced average family size, increasing education levels, changes in social attitudes and personal preferences have all contributed to an increase in the employment participation rate for women. By now women constitute almost one half of the labour force.

The pattern of women's participation in the labour force has changed over the last century. In the early part of the twentieth century, labour force participation was restricted to the period prior to marriage. In the pre-war and immediate postwar years this shifted to the period prior to childbearing<sup>141</sup>.

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<sup>140</sup> Francoeur, Labelle, Sinclair- Desgagné, p83-95.

<sup>141</sup> Giovanni Costa, "Career Diversity, Men's and Women's careers in Human Resource Management", *Revue Management et Avenir*, Nov2007, Issue 14, p169-186, Ebsco Database, (10 February 2011).

Now this withdrawal is usually temporary with re-entry at a later stage and the length of the withdrawal is getting shorter. As access to higher levels of education improved, employment opportunities for women increased<sup>142</sup>.

Despite the expansion in women's labour force participation however, horizontal and vertical segregation of the labour market on a gender basis remains a fact of economic life. Women continue to be under represented in some sectors of the economy and over represented in others and they are consistently under represented at senior levels, even in those occupational groups where they are the majority. This domination of management as being a male paradigm is evident in career theories.

Throughout the century employers increasingly sought female workers, women entered occupations that had formerly excluded them, and new jobs defined as 'women's work' developed. The impact of this quiet revolution manifests itself in a single statistical statement: in 1900, one of every five American women worked for wages; by 1990, the figure had risen to three to in five. The number of women in the labor market rose from 5 million at the dawn of the century to more than 56 million in its last decade. In addition as the century progressed, these wage-earning women spent more years on the job. These two facts, taken together, mean that women's role in the national labor effort grew by a factor even greater than simple statistics suggest.

A transformation so fundamental reflects shifts, gradual in pace but stark in consequence, in attitudes and structures within the society. Viewed across an adequate time span, these shifts emerge clearly: in the twentieth century, for example, wage labor for women has evolved from an atypical to an anticipated behavior; the expectation of spending years at such work has crept upward from the working class to engulf middle-class women as well; married women have become to dominate this labor force, once the domain of single women; the majority of two-parent households now depend upon the wages of wife and husband both<sup>143</sup>;

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<sup>142</sup> Costa, p169-186.

<sup>143</sup> Julia Kirk Blackwelder, **Now Hiring, The Feminization of Work in the United States, 1900-1995**, 1st Edition, USA: Texas A & M University Press, 1997, p3-4.

A significant proportion of households rely primarily on women's earnings alone; in 1990 women occupy a range of occupations vastly expanded since 1900.

Changes so profound in a group of people that constitutes half of the population result from multiple causes, but among them the changing twentieth-century U.S. economy dominated. Arguably the greatest engine for job creation yet known, U.S. businesses, and the government and labor institutions that expanded with it, not only grew rapidly, but also reorganized the nature of work, multiplying both the number and variety of jobs. Consequently, women's wage-earning options broadened and improved over the century as, pushed by economic necessity, or pulled by the opportunity for a better lifestyle or by the attraction of the job itself, women responded to emerging, task-specific labor demands.

### ***3.2.1 The Underlying Reasons of Women's entry into the labour force***

Understanding why women work for wages has occupied the attention of economists, journalists, and government bureaucrats for much of the twentieth century. Starting from the premise that women and men differed as economic-creatures, both critics of and advocates for working women believed that women behaved differently in the labor market because of childbearing and traditions of household labor.

Constrained by conversations of gender and by notions of sexual difference, advocates of higher wages for women argued that the need to supplement or replace men's pay forced women to work. Employers and critics, on the other hand, often maintained that women opted to work for "pin money", or discretionary income.

The latter argument, embroidered on the banner of middle-class social conventions, ignored such vicissitudes as widowhood, abandonment, divorce, agricultural and industrial depression, male unemployment, and other setbacks that had forced women- especially working class-women-into the wage labor force long before the twentieth century<sup>144</sup>.

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<sup>144</sup> Blackwelder, p3-4.

The forces propelling women into the labor force persisted vigorously as the years after 1900 rolled by and often intensified under the pressure of identifiable events such as the Great Depression and World War II. Explaining increasing presence of women, especially mothers, in the workforce by choice rather than necessity has proved more of a challenge, especially given that such a decision required surmounting social pressures that discouraged it.

In 1961, the economist Jacob Mincer concluded that middle-class wives entered the labor force when their prospective wages rose sufficiently to permit material improvements in household consumption.

In 1970 sociologist Valerie Oppenheimer advanced the debate on women's work by establishing that women joined the workforce voluntarily as a result of shifting market demand, rather than as a consequence of changed social attitudes. When employers articulated strong demand for their services- that is, when jobs existed for them- women went out to work.

Oppenheimer thus concluded that gender conventions did not keep women from the labor market and, moreover, the societal disapproval of single women's wage work did not wane until their employment had become the rule rather than the exception. Oppenheimer similarly found that married women with school-age children accepted employment when labor demand swelled in the 1940s and 1950s, despite widespread disapproval among men and women of mothers' employment.

What Oppenheimer and Mincer demonstrated for the first sixty years of the century held true into the 1990s. After 1960s employment grew more among mothers of young children than among any other segment of the population. Mothers' labor force participation expanded as demand for female labor outstripped the supply of women without child-care obligations and as wages exceeded the child-care expenses of the workers in all but the lowest strata of the economy<sup>145</sup>.

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<sup>145</sup> Blackwelder, p3-4.

Demand for female workers increased partly because overall job growth surpassed the supply of men entering the labor market. In addition, the female labor market expanded because structural changes in the economy fueled the rise of occupational specialties such as nursing that women had long dominated. Emerging female professions offered women, both a calling and a vehicle for occupational mobility.

### ***3.2.2 The Changing Context of Women's Work and Women's Entry into the Paid Labor Force***

Popular attitudes and educational policies lagged behind labor force restructuring, and advice literature for women, school curricula, and girls' clubs often directed young people along avenues that led them away from developing the skills that maximized their employment opportunities. Slowly the labor market forced these institutions to reconcile their messages with the changing needs of employers and of workers.

Racial and class prejudices constrained educational policies as well as hiring practices, and these biases proved resistant but not impenetrable to the forces of social as well as economic change. Working women themselves gradually nudged social and educational institutions ahead, all the while reshaping their own daughters' outlook. With each generation mothers sent stronger messages to their daughters that women's place was in the labor force. Women's expanding roles in the labor force thus edged their daughters' career expectations upward. Each generation of girls built its dreams on the world of their mothers, as had generations before them, dressing up in adult clothing and imaging their futures. These daydreams, as well as lessons taught at home, and at school, launched children on the odyssey that led from youthful ambition to adult accomplishment. As the feminization of the workforce progressed through the century, women's destinies increasingly involved long-term wage earning, and youthful ambitions increasingly included full-time career outside the home<sup>146</sup>.

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<sup>146</sup> Blackwelder, p3-4.

Significant changes in women's work and family lives began with the emergence of factories at the end of eighteenth century. Both men and women assumed more responsibilities outside the home, obligations that redefined their functions within the family. In the preindustrial West women's earnings had derived from domestic service, farm products, and home manufactures.

Industrialization relied heavily on the exploration of women's skills as spinners, weavers, and needleworkers. As these functions moved from the home to the factory, the new mode of employment altered relations between men and women as well as the relationship of worker to employer. Although some differences had existed between the jobs of men and of women in cottage industries, factory production further segregated occupations by gender and narrowed the skills of both men and women.

Wage labor, a component of the shift from domestic to factory production, emerged within the context of a social system that defined the world in masculine terms, fastening women to a secondary status that excluded them from economic as well as political power. Not only did women earn less than men, but factory labor for wages further diminished their abilities to produce commodities that sustained them and their families. The industrial transformation of work occurred gradually. In the early-nineteenth-century United States, entrepreneurs lured the first generation of female factory workers away from their rural employments and into the textile mills of New England by offering comparatively high wages and paternalistic benefits. As expanding manufacturing capacity flooded consumer markets with cheap products that marginalized home production, young people of both sexes found themselves pushed from the home and pulled into the industrial labor force. As industrialization ground relentlessly on, pressures of overproduction and rapid population growth forced wages downward, while families' dependence on wages broadened. As daughters entered industrial labor, the rhythm of family life remained essentially intact. Although women in their late teens and early twenties left home for wage work, their mothers and younger siblings remained at home to keep the domestic routine running smoothly<sup>147</sup>.

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<sup>147</sup> Blackwelder, p4-9.

Factory labor taught the merits as well as the limits of cooperation and educated women in the ways of a heterosocial world outside the household.

By the beginning of the twentieth century, toiling for wages had become a tradition among single women of working classes, and significant numbers of wives and widows also worked for pay. Whether or not they lived at home, single working women strengthened the family as an economic unit because they generally contributed some or all of their earnings to their parents. From their youthful entry into the paid labor through their adult lives, women learned to balance income requirements against the demands for unpaid labor at home. Working daughters might delay marriage to support parents and siblings; wage-earning women, married or single, might work sporadically as the care of the young or the infirm permitted<sup>148</sup>.

Women have always worked; but their entry into the paid labour force, outside the home, occurred later than it did for men, and it is continuing today. Indeed, women are the only demographic group whose paid labor outside the home increased continually during this century. At some time, older men, teenagers, and even middle-aged men decreased their employment rates. In 1900, only 19% of women were in the labor force, but by 1950, 34% were working. Since then, women's participation in the labor force has risen steadily, hitting 58% in 1990, and now it is approximately 61%. Labor statics show that 73% of women between the ages of 25 and 54 were working in 1988, and that by 2000, 81% of that group will work. As females continue entering the labor market, both their labor-force participation rate and their percentage of the workforce are rising<sup>149</sup>.

In 1970, women workers numbered 32 million, constituting 38% of the workforce, by 1900, they numbered 57 million, constituting 45% of the workforce. By 2005, women workers are projected to number 72 million, or %47 of the work force<sup>150</sup>.

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<sup>148</sup> Blackwelder, p9.

<sup>149</sup> Arthur, Rousseau, p283.

<sup>150</sup> U.S. Department of Labor, 1995.

Not only have women entered the labor force in large numbers, but also they have made inroads into what traditionally were male-dominated occupations and professions, particularly those requiring advanced education. For example, while women constituted only 3 % of the lawyers in 1960, they constituted 7% by 1975 and more than 20 % by 1988. Women architects represented 4% of the profession in 1975, but by 1988 they represented 15%. Similarly, women were 10% of the physicians in 1975, but by 1988 they constituted 20%. These percentages are likely to increase further, as the number of women graduating from professional school rises.

Management is one occupation where women have made substantial inroads. Their 43% share of all managerial jobs is approaching their 46% of the workforce. This represents a gain of 147% over their 17% share of managerial jobs in 1970. Although women hold only 25% of the managerial jobs in the 200 largest companies. Their control of smaller companies has escalated: 30% of all sole proprietorships are owned by women. It is called that the entry by women into management ‘the most dramatic shift in the sex composition of an occupation since clerical work became a female – dominated field in the late 19th century’<sup>151</sup>. Traditionally, the exclusion of women from management positions was legitimized by their supposed lack of managerial skills, actually defined as “male” skills. This idea of the intrinsic masculinity in management has been countered during the past decades through the assertion of the high functionality of “female skills” for managerial tasks. The debate dealt, in particular, the idea of a specific “feminine” style of leadership.<sup>152</sup>

Statistical analyses of women’s entry into previously male-dominated fields present a picture of occupations that are moving toward parity with females’ representation in the labour force as a whole. An unresolved question, however, is whether an occupation becomes feminized when its status and wages have begun to decline- prompting male flight and further female entry, and, consequently, resegregation of the occupation, which further erodes its status and pay<sup>153</sup>.

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<sup>151</sup> Arthur, Rousseau, p283.

<sup>152</sup> Hofbauer, Fischlmayr, p46-67.

<sup>153</sup> Arthur, Rousseau, p283.

Occupational groups in which this has occurred include teachers, typesetters, bank tellers, book editors, pharmacists, bartenders, telephone operators, insurance adjusters, and real estate agents. By contrast, a study of computer programmers by Wright and Jacobs found that men did not leave computer work as women entered this field, and earnings were not in decline prior to, or subsequent to, women's entry. Nor did occupational segregation follow women's entry into medicine, law, or management.

These findings highlight the characteristics of the fields in which feminization apparently produces no adverse effects. Computer programming, in particular, is characterized by circumstances, are important fostering occupational integration: It is a job that is growing in an entrepreneurial field; it has not been historically sex-typed; and it demands specialized skills requiring education and training. This confluence of job and labor market features may currently be relatively uncommon, but such features become increasingly prevalent as the boundaries in and around the organizations and jobs are removed. So, for example, as the hierarchically bounded middle-management job is replaced by the boundaryless project-management job, parity between females and males should be achievable. Similarly, differences between male and female pay and participation rates should diminish as the traditional first-line supervisor's job is supplanted by the boundary-spanning team- leader role.

### ***3.3 Career and Cultural Implications of Workforce Feminization***

Female's rising participation in the workforce has allowed them to enhance their own careers and those of women- in part, because of the effect of their increasing size as a minority group as a relative to that of the male-majority group. As Rosabeth Moss Kanter argued in *Men and Women of the Corporation*, when only a small proportion of a group possesses a particular characteristic, such as being female, this characteristic becomes the basis on which members are distinguished. Those in the majority exaggerate what they have in common with one another and how they differ from those in the minority<sup>154</sup>.

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<sup>154</sup> Arthur, Rousseau, p283-284.

Kanter concluded that as the numbers of minority-and majority-group members became more balanced, the salience of the distinguishing characteristic-in this case, gender-would diminish. This suggests that females' rising participation in various fields should lead to better working conditions for women, such as less discrimination and more opportunities for career advancement.

Kanter's perspective is sometimes countered by Blalock's argument that a minority group's increasing size poses a threat to the majority group's share of resources, as a result, the majority will resist the minority group's progress, becoming more antagonistic toward the minority. Until recently, there was little evidence to support or refute either argument. Today, anecdotal evidence of a backlash against affirmative action suggests Blalock's thesis is correct. But a study by Jacobs supports Kanter's view that women gain strength in numbers- that increasing their representation in a field or a company improves their position. Jacobs found that the substantial growth of women in management has coincided with a narrowing of the difference between male and female managers' wages and authority, not a widening of the difference as the backlash argument suggests. An implication of this that as women increase their numbers within organizations and fields, they gain political strength. This translates into more allies, mentors, role models, and networks, which are essential to women trying to advance their own careers and help other women to do so.

Indeed, strength in numbers will prevent women's demands from falling on deaf ears, and their influence on the culture at large will be profound. Females' rising labor-force participation has enable them to become a powerful demographic group, to which the market must increasingly respond. Already, the presence of large numbers of females in the workforce is causing demands for equal pay, child-care programs, flexible hours, portable benefits, telecommuting, job sharing, tax breaks, household help, and other services designed to accommodate their needs and desires<sup>155</sup>.

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<sup>155</sup> Arthur, Rousseau, p 284-285.

For women (and, increasingly, men), the career concept is inextricably linked to these needs. That is, for most women to build careers over time, they must find sustainable ways to cope with unpaid work responsibilities, such as care of children and dependents (e.g., parents); household chores and home administration; and all else comprising the “second shift” that women work at home.

Carrying the burden of this unpaid work is one reason most women’s careers have not fit the so-called traditional model of upward advancement, with its assumption of a support system in the form of a stay-at-home spouse. Even women who have successfully advanced report that they intend to truncate their careers. In a study of women executives in the Fortune 1000 industrials and the Fortune 500 service companies, 77% said they would retire early, due to burnout created by an absence of better support systems for coping with so many demands on their time.

Companies can ill-afford to lose valuable employees who experience burnout from shouldering many unpaid work responsibilities. As women continue entering occupational groups and professions, companies will need to accommodate needs. As they do so, they will further actuate feminization. Two case studies illustrate how this happens.

In one of these, *Re-making Love: The Feminization of Sex*, Ehrenreich, Hess, and Jacobs explain how, during the sexual revolution of the 1960’s, women’s changing sexual attitudes created a great capitalist opportunity. Market forces responded to women’s new demands- for clothes, books, and so forth- and then, in turn, institutionalized these tastes in the wider culture.

A similar process is described by Douglas in the *Feminization of American Culture*; Between 1820 and 1875, Victorian ladies comprised the bulk of the dependable reading public; they were the prime consumers of American Culture<sup>156</sup>.

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<sup>156</sup> Arthur, Rousseau, p 284-285.

Authors catered to their desire for sentimental novels. The ladies' taste exerted an enormous influence on the culture, feminizing it, while Melville, Thoreau, and other purveyors of the masculine culture were ignored<sup>157</sup>.

Soon after the year 2000, women again are likely to exert a great influence on the wider American Culture. By then, they are projected to comprise approximately half of the workforce<sup>158</sup>. If current trends continue, well over half of the mothers with children under age 3 will work outside the home, and over two-thirds of women with children under age 18 will do so. The salient needs and demands of females in the workforce will exert great pressure on existing employers and social institutions. These will include the demand for making high-quality child care universally available and affordable, so that women can maintain their careers, and not be forced to suboptimize on what has been called a "mommy track"<sup>159</sup>.

Companies are establishing "mommy tracks" to retain female employees. A growing number of mothers are leaving the workforce with plans to return at a later date. Those so-called sequencing moms are finding that employers are much more willing to accommodate them than several years ago, in spite of resume gaps. According to a recent study by Chicago-based Corporate Project Resources Inc., more than 90% of Fortune 500 Companies say they would likely hire a sequencing mom on a contract or short-term basis. Companies are adopting new attitudes to moms in part because there has been a dramatic shift in women's attitudes toward career and motherhood. Many women in Generation X reject the workaholic lifestyle that they saw with their parents. They identify balance between work and family as a priority in choosing and staying at a job. Some spent their childhoods as "latch-key" children and grew up determined that they would not put career ahead of family<sup>160</sup>.

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<sup>157</sup> Arthur, Rousseau, p 284-285.

<sup>158</sup> U.S. Department of Labor, 1995.

<sup>159</sup> Arthur, Rousseau, p 284-285.

<sup>160</sup> Barbara Bartlein, "Companies are Establishing Mommy Tracks to Retain Female Employees", Debt Cube, Jul/Aug2006, Vol. 21 Issue 4, p20-21, Ebscohost Database, (26 September 2010).

These parents do not want to stay out of the workforce forever. About 80% of the Generation X stay-at-home moms are planning to return to work, according to Boston based marketing strategy and research firm Reach Advisors.

Due to the trend to delay parenthood, these women tend to be older than boomers who left the workforce a generation ago. They often have 10-15 years of work experience and leave higher level positions. They provide a valuable labor pool for employers looking for experienced people. While some are recruiting these women, others are developing programs that help their own employees leave and return. Offering them to both women and men, they are popular with employees who have family responsibilities that require more flexible time. IBM offers a program that allows their employees to take up to three years off. Typically, working mothers and dads who use the program take a year off and then use the rest of the leave to return on a part-time basis for several years<sup>161</sup>.

On the other hand, Generation Y women (born 1978-1994) are concerned about the impact that family and child care decisions will have on their long-term careers, according to a report by the Business and Professional Women's (BPW) Foundation, *Gen Women in the Workplace*. "In order for businesses to engage successfully with the workforce of tomorrow, it is imperative that they understand Gen Y- what challenges them, inspires them, what motivates them. Generation Y women want to be evaluated based on their productivity and the quality of the work they produce, not the number of hours they sit at their desks." said Deborah L. Frett, BPW Foundation CEO. According to the focus groups conducted for the report by the BPW Foundation, the most important employer characteristics Generation Y women seek when looking for a job are:

- Opportunity for employees to self-manage<sup>162</sup>.

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<sup>161</sup> Bartlein, p20-21.

<sup>162</sup> Society for Human Resource Management, *What Gen Y Women Want: Autonomy and Self- Direction*, 2011, [www.shrm.org/hrdisciplines/benefits/Articles/Pages/GenYWomen.aspx](http://www.shrm.org/hrdisciplines/benefits/Articles/Pages/GenYWomen.aspx), (23 May 2011), p1.

- Emphasis on meeting goals, as opposed to how, when or where people do the work.

- Availability of and focus on career advancement opportunities.

Generation Y women perceived disconnects between rhetoric about being a result-oriented company and corporate practices, according to the report. For example, they said that their workplaces:

- Employees judge each other based on the number of hours worked and not results produced. Those who leave work at 5 p.m. risk being labeled as “slackers”.

- Employees at the top have more freedom than employees at the bottom<sup>163</sup>.

Another demand will be for more flexible work hours and work arrangements, such as job sharing<sup>164</sup>. Having a formal-flex time program, where workers can use vacation and personal time on an hourly basis rather than taking a whole, will be helpful for employee retention. However, Generation Y women are not looking just for a corporate program with flexible work arrangements or an on-site day care. Gen Y women expressed a desire for autonomy, not just “flex time”. What they want is greater control and the freedom and tools to be self-directed. The problem with the flex time programs is that managers have the control. Managers can choose to dole out flexibility to workers they deem deserving or not at all<sup>165</sup>.

Job sharing, extremely popular with employees, these programs give an opportunity for two employees to share the same job. It allows for flexibility, better coverage and succession planning. Only 11% of employers currently offer this type of program<sup>166</sup>. Since most families will include two careers, companies will be pressured to provide more and better relocation and career-change assistance for the spouses of people they try to recruit<sup>167</sup>.

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<sup>163</sup> What Gen Y Women Want: Autonomy and Self- Direction, p1.

<sup>164</sup> Arthur, Rousseau, p284-285.

<sup>165</sup> What Gen Y Women Want: Autonomy and Self- Direction, p1.

<sup>166</sup> Bartlein, p20-21.

<sup>167</sup> Arthur, Rousseau, p284-285.

Companies will have to heed calls to create a truly “woman-friendly” work situation. Today, the efforts at this are criticized as being, at best, slow efforts, and at worst, superficial, public relations stunts.

But, the marketplace will in time respond to woman’s demands, and employers and society will make substantive changes, institutionalizing women’s preferences, in order to enhance productivity and profitability.

### ***3.4 New Career Realities Emerging for Men***

As mentioned before, feminization refers not only to women’s increasing participation in the workforce, but also to the spreading of career or other characteristics traditionally associated with females to males. It is in this sense that describes men in the workforce as being ‘feminized’ by the new career realities they face.

The restructuring of American industry in the past two decades has caused even previously successful men to experience such things as the devaluation of their work, the loss of secure employment arrangements, more part-time and temporary positions, more- frequent career shifts in lateral or downward directions and increasing ambivalence about the role of work in their lives.

For men, these career realities differ enormously from those of men of the post-World War II Generation. They resemble instead the themes that historically dominated females’ careers. Yet the workforce has undergone so much merging, consolidating, downsizing, and delayering that it has become difficult for men to fulfill their breadwinner role as easily in the past. For the first time, millions of white-collar jobs have been eliminated, along with manufacturing and blue-collar jobs. Like the steel plants auto workers of the early 1980s, most of the white-collar people will never get back the jobs, earning position, security, or special status that large companies offer<sup>168</sup>.

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<sup>168</sup> Arthur, Rousseau, p284-285.

This economic restructuring has actually been occurring far longer than the recent wave of and downsizing indicates. Economists explain that the average American's wages rose continuously for 26 years after the end of World War II.

But since 1973, average family income has managed to increase only at a rate of 0.04% a year, compared with 2.72% over the 15 years prior to 1973. This near-invisible gain was achieved only because more mothers and wives entered labor force.

The restructuring has meant that, for the first time, white males have had to accept substandard wages, substandard pensions, and substandard fringe benefits- an experience previously endured only by women and blacks. One reason is that more than 75% of new jobs are in services, which do not pay as well as manufacturing jobs. Faced with less opportunity in factories, some men have moved into services and, also, retail sales- industries that traditionally hired women. These jobs pay 15-33% less than what men under age 30 make in factories; and they pay even less than they did formerly.

Managers, too, who lost their jobs when investment bankers and corporate raiders wrested control of corporations from them, have found their breadwinner role curtailed. Many of them have found work on a temporary basis as consultants, but their wages do not approach their former executive salaries. As the concepts of subcontracting and 'just in time hiring' take hold, many managers are finding themselves part of the peripheral workforce, where they are needed only on a part-time basis.

This underscores the fact that the reality of diminished economic and career prospects is not just about money, but also about loss of status and identity. Many men derive their sense of identity and self-worth from a prospering career and find it difficult to take what might be considered a step backward<sup>169</sup>.

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<sup>169</sup> Arthur, Rousseau, p284-285.

As Amanda Bennett concluded in *The Death of Organization Man*, when companies eliminated hierarchies, and thousands of ‘organization men’ were terminated in the 1980’s, it ‘wasn’t just a matter of salary, and not just a matter of prestige. It was a real social system within which a person’s professional status was defined. It gave them a clear-cut way of measuring their progress and of being content with it. It gave them an identity’.

Many men- who face permanent loss of income, possessions, and status long considered the defining accoutrements of their breadwinner role in the middle-class society-now find themselves adrift without a sense of personal identity for the present, or of the male, white-collar expectation that the next job will always be better.

Further, the declining fortunes of the middle class are expected to continue through the 1990’s and beyond, as the economic restructuring continues.

This situation has led some experts to conclude that coping with downward mobility will be the most important economic and social issue of the next decade. According to Katherine Newman, who conducted a study of downward mobility in the American middle class, downward mobility strikes at the heart of the ‘masculine ideal’ for the American middle class. When the man of the house has failed at the task of that most clearly defines his role, he suffers a loss of identity as a man. When this is coupled with the admirable efforts of a wife to salvage the situation by going out to work, the man’s response may be intensified feelings of impotence and rage.

To make matters worse, children’s reactions to role shifts between mothers and fathers are ‘filled with contradictions. When fathers would try to help out with housework, to ease the burdens on now-working wives, they would sometimes run afoul of their children. Kids found it confusing and shameful when their fathers took on what they perceived as ‘feminine’ tasks particularly if this behavior was in full view of the local community.<sup>170</sup>

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<sup>170</sup> Arthur, Rousseau, p284-285.

In an era of diminished expectations and new career realities, with upward advancement through single organizational hierarchies no longer being assured, men's 'career themes' are beginning to resemble those of females: Their career paths are not 'straight forward and predictable but idiosyncratic and confusing'. They may need to be mobile in order to sustain employment and career development, but they are tied to a geographical area by the income needed from a spouse's job.

Their hopes and expectations may be dashed when they face 'glass ceilings' due to corporate restructuring, and other barriers to the traditional notion of advancement in a single company or career. Some may have to hold more than one job, experiencing overload, exhaustion, and the stress of balancing multiple commitments. Such career themes were once almost exclusively the province of females. Today, they have to characterize men's career as well.

### ***3.5 Interpreting Feminization in a Boundaryless Context***

The changes in organizational structures and in labour market institutions favour the spread of career patterns which are not developed within the boundaries of one firm, but which emerge from transitions between organizations, departments, hierarchical levels, functions and sets of skills. It is suggested that women might be favoured in following boundaryless career patterns because of their personal characteristics and education, and because they were 'forced' to develop mobile careers to circumvent the glass ceiling.

Statistical data described a "quiet revolution" in women's labour force participation. In the 1950s women comprised less than one-fourth of the labour force, however women now represent almost half of the workforce. Despite the revolution in the numbers of working women, many are blocked in their attempts to gain access to higher occupational positions. Although more women are entering managerial and professional jobs with increasingly appropriate academic and experience credentials for upward mobility, few of them reach top management positions<sup>171</sup>.

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<sup>171</sup> Arthur, Rousseau, p287.

They encounter a glass ceiling, an almost impenetrable barrier, which prevents them from reaching the top levels<sup>172</sup>.

But recently there have been some changes in the labour market, which could potentially favour women. The new models of part-time work and short-term contracts promote career patterns that are “boundaryless”: careers are boundaryless in the sense that, either by choice or from necessity, people move across boundaries between organizations, departments, hierarchical levels, functions and sets of skills.

A career will not necessarily be confined to one organization, nor will it necessarily involve promotions or other indicators of increasing status such as income. Women are supposed to be favoured in following boundaryless career patterns because of their personal characteristics and education, and because they were “forced” to follow a mobile career to circumvent the glass ceiling. The match of females’ inroads into paid occupations and the decrease of boundaries around companies, jobs and careers may be a setback for women. But it is one that may be more than offset by the fact that managing and organizing in a boundaryless context favors female characteristics. In a boundaryless context, managing and organizing require people to focus on helping and developing others. This requires that they teach and influence others without dominating them aggressively, and that they facilitate the process of solving problems without supplying all the answers<sup>173</sup>.

Women have penetrated previously male-dominated occupational groups and professions, and they have climbed to even-higher rungs on the corporate ladder, only to find that ladders are being removed as part of the restructuring and ‘reengineering’ of corporate America. Men, too, have been struck by the dismantling of hierarchies and the walls of separation between departments, divisions and corporate fiefdoms. Further, both women and men now confront the challenge of a career that is not bounded by full-time, secure jobs and single-firm employment arrangements. What implications, then, do diminished boundaries have for feminization, and vice versa<sup>174</sup>?

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<sup>172</sup> Arthur, Rousseau, p287.

<sup>173</sup> Costa, p169-186.

<sup>174</sup> Arthur, Rousseau, p287-289.

The coincidence of females' inroads into paid occupations and the diminution of boundaries around companies, jobs and careers may be a setback for women. But it is one that may be more than offset by the fact that managing and organizing in a boundaryless context favors female sensibilities.

Traits that are needed in this more fluid context are not those culturally ascribed to men- rationality, self- interest, toughness, domination, ordering, directing, and controlling emphasizes rational, hierarchical, heroic management properties. These are seen as a major cause of U.S. firms' diminishing competitiveness in the 1970s and 1980s. In their place, a less bounded job has emerged- one that requires a person to do things via cooperation and a shared influence; to build relationships and connections with others, both inside and outside the boundaries created by job descriptions, departmental lines, and chains of command. Hierarchical relationships are supplanted by egalitarian partnerships to enhance personal and organizational effectiveness.

In a boundaryless context, the individual is not a center stage, making decisions, but shares responsibility and the limelight; individuals are not the sole source of expertise and solutions-they alone do not drive and steer the operation, but share the authority with others. This requires they be open, egalitarian, and focused on others, not on themselves. It requires them to reduce uncertainty through unity and cooperation, not separation and control. It requires an agility at nurturing relationships.

In a boundaryless context, managing and organizing require people to focus on helping and developing others. Managers no longer command, direct, and regulate workers, but instead, support them, and empower them to exercise their skills and capabilities to the fullest extent. This requires that they teach and influence others without dominating them, and that they facilitate the process of solving problems, without supplying all the answers. It requires responsiveness to others, interpersonal sensitivity, a comfort with interdependence, and a focus on the needs of others<sup>175</sup>.

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<sup>175</sup> Arthur, Rousseau, p287-289.

All of these are traditionally identified in our culture as feminine traits. Females are credited with greater sensitivity and responsiveness to other people's needs and motivations, which enable them to forge social alliances by managing interpersonal relationships.

The traditional feminine role emphasizes a focus more on process than on outcomes such as winning and losing. Its orientation is toward the collective interest and typically includes showing a wide interest in, solidarity with, others. It is a way of being involved in the world that Bernard concludes is characterized by mutuality, cooperation, and affiliation, and that therefore facilitates the maintenance of social structures.

While feminine traits promise to fit the demands of managing and organizing in a boundaryless context, the female experience may offer both women and men an example of the boundaryless career. Having historically had so few opportunities to advance in hierarchical settings, women may feel a sense of familiarity with the demands and constraints of ladderless, boundaryless careers. Traditional female experiences may, therefore, help us understand the nature of a boundaryless career.

One such experience is that of entrepreneurship. Historically, women have faced impediments to career advancement in large corporations- for example, discrimination and sexual harassment. One response has been for them to flee corporations in favor of starting their own businesses.

Entrepreneurship has been a more hospitable outlet for their own business savy. Today, approximately 6.5 million businesses are owned by women. One out of ten workers is employed by women-owned companies, more than the number employed by the fortune 500 worldwide. This move away from corporate careers, and toward entrepreneurial careers, has allowed women to avoid glass-ceiling and to build personal wealth and economic power<sup>176</sup>.

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<sup>176</sup> Arthur, Rousseau, p287-289.

It has provided them with employment, often more flexible than that available from traditional employers, and with skill-building opportunities. But entrepreneurship is highly risky and has downsides of insecurity and marginality. Nevertheless, the female experience is providing prophetic for contemporary men.

In a recent study of 115 members of the Harvard Business School class of 1974, Kotter found that many have decided to forgo a traditional career of striving to move slowly up a company's hierarchy. Instead, they have decided to jump off the ladder to small companies, despite higher levels of risk. They wanted to increase their compensation, but also their level of impact on a company and speed in career development.

Another way the female experience may reveal the nature of the boundaryless career is in the manner in which an identity is built around both work and nonwork activities. Historically, a woman measured her success by personal achievements, such as the success of her family and social relations. More recently, women have added their own career achievements to their measure of success; but as Ferguson argues, women have located at the lower rungs in company hierarchies continue to value personal relations over career goals.

Even higher-placed women today are often ambivalent about labeling themselves 'successful,' unless they are satisfied with their personal lives and personal accomplishments. Mary Catherine Bateson captured the essence of this traditional female career experience in her observation that men build careers while women 'compose' lives.

The era of boundaryless careers call for men, especially, reassess the value of personal, nonwork activities to their lives and goals. According to Mirvis and Hall, boundaryless careers call for people to follow a path of building an identity through career achievement as well as through their 'life's work'- work as a spouse, parent, volunteer, caretaker, mentor, and neighbour<sup>177</sup>.

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<sup>177</sup> Arthur, Rousseau, p289.

Much as women have always done, men will need to balance their personal and work commitments, if they hope to avoid a crisis when their outmoded assumptions collide with reality. They will have to define success not only as a job well done, but as a life well lived<sup>178</sup>.

Across specific industries, women's participation in management varies. Women constitute 41% of the managerial personnel in the finance, insurance, and real estate industry; 39% in retail trades; 26% in transportation, communications, and public utilities; 21% in wholesale trades; 16% in manufacturing, 15% in agriculture; 10% in construction; and 10% in mining<sup>179</sup>. There is also a wide variation within these industries in women's share of management jobs. For example, in public utilities, 52% of the managers at US West are women, but at Ohio Edison only 3% are women. In financial services, 66% of the managers at Wells Fargo are women, while at Loews, only 17% are women. On consumer noncyclical industry, 45% of the managers at U.S. healthcare are women, but at Archer- Daniels-Midland, only 6% are women.

There is also a wide variation across industries in the level of managerial jobs held by women and men: Women are still clustered primarily in the lower-level jobs, and secondarily in middle-management jobs. The 1995 Federal Glass Ceiling Commission reports that women still hold only 5% of the top management jobs, but that is a threefold increase from the mid-1980s, when they held only 1.5%. Senior women have made other inroads: A study of women executives in the Fortune 1000 Industrials and Fortune 500 service companies reported that the percentage with the title 'executive vice president' more than doubled in ten years, from 4% to 9%. Those holding 'senior vice president' jobs also rose, from 13% to 23%, over the same period<sup>180</sup>.

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<sup>178</sup> Arthur, Rousseau, p289.

<sup>179</sup> U.S. Department of Labor, 1995.

<sup>180</sup> Arthur, Rousseau, p290-291.

### **3.6 The Workforce Participation of Women in Turkey**

Initially the determinants of workforce participation of women in Turkey are submitted.

#### ***3.6.1 The determinants of workforce participation of women in Turkey***

The workforce participation of women in Turkey is a multidimensional concept and is under the effect of economic and cultural factors.

According to some studies, the driver of the workforce participation of women in Turkey is economical. Some others suggests it is connected with childcare and household responsibilities as social identities. There have been many constructional changes occurred in Turkey that enabled women's workforce participation: Women are now more educated, they are getting married older and the birth rates are decreasing. In spite of these changes, the workforce participation of women in Turkey, is lower than international standards. In addition to this, workforce participation of women in Turkey has been declining for 20 years.

##### ***3.6.1.1 Background Information***

The workforce participation rates of women in Turkey is quite low compared to European standards:

In Europe and Middle Asia, Turkey has the lowest workforce participation of women rates. The workforce participation of women in Turkey was 23,5 percent in 2009. In 2007, in Organization for Economic Co-Operation and Development (OECD) and EU-19 the workforce participation rate of women rate was 62-64 percent.

Due to the workforce participation of women's connection with social and cultural factors, the OECD and ECA countries are not the right comparison criterions<sup>181</sup>:

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<sup>181</sup> World Bank, *Türkiye'de Kadınların İşgücüne Katılımı: Eğilimler, Belirleyici Faktörler ve Politika Çerçevesi*, İstanbul: World Bank, 23 November 2009, p1.

Nevertheless, if we compare Turkey with one of the countries which is almost Muslim, the participation rate of women in the workforce is still quite under the average. If we compare to the countries completely Muslim, the rates are not quite different. Among the Muslim domains, the workforce participation of women rates are totally different from each other. Nevertheless, Tunis, Morocco, Egypt, Pakistan and Saudi Arabia has similar, even lower participation rates than Turkey.

The workforce participation of women in Turkey is multidimensional, concerning strong economical as well as cultural factors:

The workforce participation consists of some economical and social factors which can not be measured or represented by some quantitative research. To better understand the boundaries and motivational elements of the workforce participation of women, we must investigate the household of Turkey's economic and social frame. The traditional family roles and relationships are the most important determinants of the workforce participation. So, the workforce participation of women in Turkey must be analysed in terms of social, as well as cultural perspective. Qualitative research presents a deeper evaluation from the typical research methods.

### ***3.6.1.2 Researches on Workforce Participation of Women in Turkey***

The latest researches about the workforce participation of women in Turkey emphasizes the complicated social and economical construction underlying this concept:

The present studies illustrate that education level, the number of children, marital status, migration, socio-cultural factors and wage level are the most important determinants of workforce participation of women in Turkey<sup>182</sup>.

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<sup>182</sup> World Bank, *Türkiye'de Kadınların İşgücüne Katılımı: Eğilimler, Belirleyici Faktörler ve Politika Çerçevesi*, p2.

Some studies argues that the fundamental driver of the female participation is economical. Because of this women make the participation decisions by considering market wages and work loop. Again some studies argues that the fundamental driver about making women not to participate in the workforce is that some market wages are lower than the sum of household work and is not acceptable. In an important number of studies, the migration from rural areas to urban is said to be one of the determinants underlying the low participation rates. The other determinants determining the workforce participation of women are early retirement and childcare. Childcare responsibilities effect negatively the workforce participation decision. As dicussed before, the complementary evidence indicates that the workforce participation of women in Turkey is multidimensional and must be analysed in terms of socio-economic as well as cultural perspective.

### ***3.6.1.3 The Importance of Workforce Participation of Women***

Turkish Government, has targeted increasing workforce participation of women concerning development goals:

According to “Social Sex Equality National Action Plan” prepared by Turkish Government, it has been accepted that the workforce participation rates of women is lower than the participation of men. Women’s economic and social development is related with the workforce participation closely.

Nevertheless, the workforce participation increases women’s economic independence as well as self- confidence and social reputation. In the 2007-2013 9<sup>th</sup> Development Plan of the government, the workforce participation of women rate is targeted to be increased to 29.6 percent. To fulfill that goal, since 1995, women entrepreneurs, new women and teenage recruitment are supported. Moreover, professional education and child care center constructing projects are being implemented for increasing workforce participation of women<sup>183</sup>.

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<sup>183</sup> World Bank, *Türkiye’de Kadınların İşgücüne Katılımı: Eğilimler, Belirleyici Faktörler ve Politika Çerçevesi*, p3-4.

For accelerating economical development and decreasing poverty, higher rates of deployment of women will be a reinforcement tool. International experiences has showed that a positive correlation among workforce participation of women, decreasing poverty, higher economical growth and better corporate governance. If the workforce participation of women in Turkey increases to 29 percent, the poverty will decrease 15 percent, accordingly.

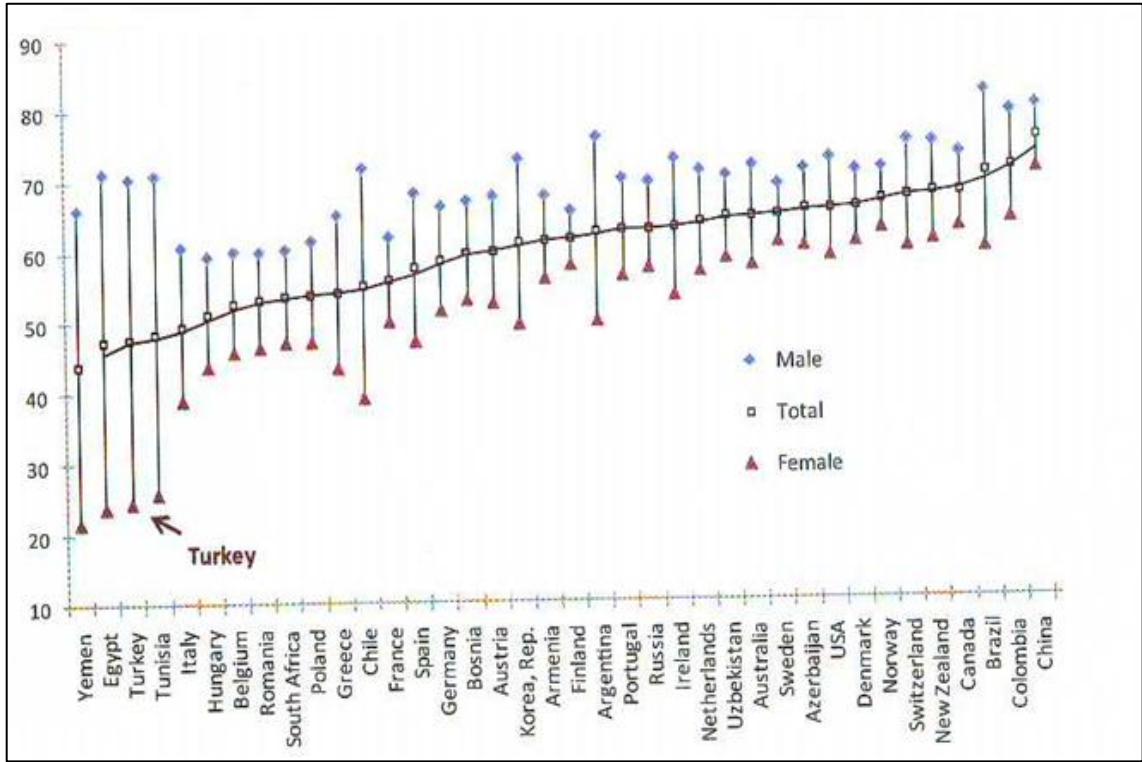
With the growing numbers of women deploying the workforce, it will result by more effective government education investment. Due to the increase in the deployment of women, they start to use their talent for contributing economy. In the countries which have low rates of women deployment, families allocate deficient resources to the girls' education. On the other hand, working women taking much more part on their children's education and health decisions and those decisions are the factors which effects future generations' welfare positively.

#### ***3.6.1.4 The Issue of Low Workforce Participation Rates of Women in Turkey***

There has been many structural and social reinforcing changes about women's workforce deployment. Nevertheless, society's attitude towards working women has changed. The underlying reason of that change's can be partially pragmatic. Due to the changing economical conditions, single earner families can not afford all the expenses<sup>184</sup>.

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<sup>184</sup> World Bank, *Türkiye'de Kadınların İşgücüne Katılımı: Eğilimler, Belirleyici Faktörler ve Politika Çerçevesi*, p3-4.



**Graph 1: Labor Force Participation Rates, by Gender**

**Source: World Development Indicators, 2009**

The women are more educated now. In recent 20 years, while illiteracy of women has declined from 33,9 percent to 19,6, the education level of women has increased from elementary to advanced studies twice as much. Besides, the rates of women's university education has increased from 1,8 percent to 5,8 compared to 1988 with 2006. Due to the positive correlation among advanced studies with workforce participation, deployment of more educated women will effect positively.

Women are getting married lately. Compared to the next generations, women are postponing marriage and that allows them to continue their education and to participate workforce<sup>185</sup>.

<sup>185</sup> World Bank, Türkiye'de Kadınların İşgücüne Katılımı: Eğilimler, Belirleyici Faktörler ve Politika Çerçevesi, p3-4.

Fertility rates are decreasing. The average birth rates per woman in 1968 was 5,7 percent, 3 percent in 1988. In 2008, that rate decreased to 1,9 percent.

Despite all the changes, the declining rates of women that have a job and/or looking for a job in Turkey is surprising. (In 1988 that rate was 34,3 percent, in 2008 decreased to 22 percent.) On the other hand, that rate in OECD and other comparison countries increases. In 1980, Turkey has similar workforce participation rates of women compared to Austrian, Holland and Switzerland. That was due to the higher rates of agricultural services participation. In 2006, Turkey has the lowest rates of workforce participation of women among the Europe, Middle Asia and OECD countries.

#### ***3.6.1.5 The Reasons of Declining Workforce Participation of Women in Turkey***

Urbanization and agricultural decline of deployment, are the two main factors contributed to the reduction. Due to the urbanization, women has immigrated from a highly participated rural area to a lowly participated urban area.

Besides, the workforce participation of women in rural areas are descending. ( In 1988 50,7 percent, in 2006 33 percent) That decline is explained with the higher rates of education in men and due to that, their transition to the manufacturing and services sector and in that sector's better paid jobs.

Nevertheless, for working women, urbanization has contributed to the reinforcement of deployment of women. In 1980s, the most of the working women in Turkey, had worked unpaid family jobs in agriculture sector. Bu today, the unpaid deployment share among women is under 38 percent while paid deployment of women's share is approximately 43 percent<sup>186</sup>.

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<sup>186</sup> World Bank, *Türkiye'de Kadınların İşgücüne Katılımı: Eğilimler, Belirleyici Faktörler ve Politika Çerçevesi*, p3-4.

The fundamental reason of low participation rates of women in Turkey compared to international standards, in urban areas the participation of women with insufficient levels of education is quite low. The women with insufficient levels of education face omplicated cultural and economical barriers in urban areas. With economical barriers we address the quality of the terms of work while the cultural barriers are women's childcare responsibilities, society's and family's requests of women staying at home<sup>187</sup>.

### ***3.6.1.6 Affordable Child Care Options in Turkey***

Direct impact of Early Childhood Development (ECD) interventions on children, interventions that have an affordable child care component can have beneficial impact on mothers' participation in the workforce.

Today, Turkey has a low, and declining level of female labor force participation: with 25.5 percent as of 2009, the country has the lowest female labor force participation among OECD and EU-19 countries.

Turkey's 9<sup>th</sup> Development Plan targets an increase of female labor force participation in Turkey to 29 percent by 2013. To date, the Government has enacted measures to increase the demand of firms for female employment- such as partial subsidies offered to enterprises that hire additional, first-time formal worker women into their companies.

There is a new and expanding body of evaluations that look at female labor force participation rates in the presence of an expansion of affordable ECD services. A study in Argentina estimates the effect of a large-scale increase in the availability of free public pre-school on maternal employment to be between 7 and 14 percent<sup>188</sup>.

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<sup>187</sup> World Bank, **Türkiye'de Kadınların İşgücüne Katılımı: Eğilimler, Belirleyici Faktörler ve Politika Çerçevesi**, p3-4.

<sup>188</sup> World Bank Europe and Central Asia Region Human Development Department, **Turkey: Expanding Opportunities for the Next Generation: A report on Life Chances**, February 2010, İstanbul: World Bank, p24.

Using a regression discontinuity design, another study in Argentina estimates a 13 percent difference in labor market participation between mothers whose youngest child just made the age cutoff for pre-school eligibility and those whose youngest child just missed that age cut off .

A companion Report to this study finds that in Turkey, reducing the opportunity cost of working for women in urban areas, e.g., through providing increased availability of day- care services, could also have potentially large and immediate positive female labor force participation impacts.

In Turkey, as in many other countries, marriage and child birth are negatively correlated with women's labor supply decisions. Of the women in the 20-65 year age group, who have ever been married, more than half state being a housewife as a reason for not working while 9 percent state "taking care of children" as the main reason for not working (Turkey Demographic and Health Survey, 2004). Child birth is a significant contributor in Turkey to lower participation in the labor force, particularly for women living in urban areas, where informal networks of child care are weaker.

A multivariate analysis finds that the birth of the first child is correlated with a reduction in the probability of labor force participation by about 12 percentage points for high-skilled women and a reduction of around 10 percentage points for low-skilled women in urban areas.

Given that access to affordable child care services are very limited in Turkey, women- especially in urban areas after child-birth- have limited options for continuing to work. Because of high costs of child-care services in the country, the opportunity cost of working and the reservation wage of women increases after child birth<sup>189</sup>.

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<sup>189</sup> World Bank, **Turkey: Expanding Opportunities for the Next Generation: A report on Life Chances**, p24.

While some women choose to stay at home and care for their children, the absence of affordable child-care options inhibits labor force participation for women that would like to continue working. This can especially be the case for young migrant families in urban areas who can no longer rely on an extended family network for child-care. Increasing options of good quality day-care can, in addition to providing positive cognitive and development stimulus for young children, alleviate a supply constraint for women's labor force participation in Turkey<sup>190</sup>.

According to research held by Regus Business Tracker in 13 countries and approximately in 11.000 firms, the labor force participation of women in Turkey rates are nearly 45%. On the other hand, they are more unprotected compared to European women in terms of legal rights. According to the survey results, global companies are going to deploy working mothers as part-timers throughout the next two years in terms of efficiency<sup>191</sup>. But in Turkey, the companies are insensitive about offering part-time working options for working mothers, nevertheless there is no legal regulation in that case yet.

As women's participation in the workforce increases, there emerges some new topics to discuss like women's advancement in business, their representation in the managerial ranks, the balance of work-family responsibilities, etc. As we discussed above, while the workforce participation of women occurs the companies must become more women friendly accordingly. For further information, we are going to investigate what a woman-friendly organization is and what constitutes a woman-friendly organization.

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<sup>190</sup> World Bank, **Turkey: Expanding Opportunities for the Next Generation: A report on Life Chances**, p24.

<sup>191</sup> **Milliyet**, "Ev ve Çocuklar için 5 saat 17 dakika", 19 Mayıs 2010, p1.  
<http://www.milliyet.com.tr/Ekonomi/SonDakika.aspx?aType=SonDakika&ArticleID=1239997&Date=19.05.2010&Kategori=ekonomi&b=Ev%20ve%20cocuklar%20icin%205%20saat%2017%20dakika...>

## 4. THE WOMAN-FRIENDLY ORGANIZATION

Women's participation in the workforce increases as we discussed above. Nevertheless, the rising participation rates does not mean that they are treated as women with variable needs and desires about organizational support in the workplace, not being dominated by men, they get the benefits necessary for fulfilling family responsibilities, they are represented in top management enough, and being advanced at the workplace in today's organizations. As it is discussed broadly above, with the changing nature of work, workplace and economy, the organizations needs to change to become woman-friendly.

With the growing number of women in the workforce, there is a need for companies to acknowledge the factors that prevent women from getting ahead. Organizations need to change to become more women-friendly. If we are to make our organizations more women-friendly, we need to understand how it works in companies which are already considered as being women-friendly

### 4.1 Introduction to the "Woman-Friendly Organization"

To achieve meaningful and succesful employee empowerment in the workplace, it is critical that all employees feel they belong and their input matters. Developing such a work culture is key to achieving quality and participation in the workplace.

A great deal has been written about women in management, focusing on women's leadership styles, career patterns, work/family conflicts, etc. Yet little has been written about women's issues using the organization as the level of analysis. Mounting evidence, however, suggests that corporate culture plays a significant role in enhancing and/or impending women's advancement in business<sup>192</sup>.

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<sup>192</sup> Marcia V. Wilkof, Joy Schneer, **Is Your Company and Its Culture Women-Friendly?**, Journal for Quality and Participation, June 1995, Vol. 18, Issue 3, p66, Ebsco Database, (24 March 2011).

Some organizations are unfriendly for women- While women are better represented in non- managerial, lower and middle level positions, for the most part they are still a minority in upper levels. Increased participation of women in the workforce has been reflected in non-managerial positions as well as lower and middle level managerial positions. However, women still represent a minority among men in upper levels of business. While in the 1990s women make up about 45 percent of the overall workforce, they account for only 40 percent of managers in general and only 3 percent of senior executives. At the Fortune 500 companies women comprise only 5.1 percent of corporate directors, only 3.5 percent of top executive officers and only .002 percent of CEOs. Early arguments suggested first that there weren't enough women in the workforce, then that those who weren't competent and finally that there weren't enough in the pipeline<sup>193</sup>. The indicators of a traditional/unfriendly organization for women are:

- 1- Less than 10 percent of the board members are women.
- 2- Less than 30 percent of managers are women.
- 3- Women hold the vast majority of low-paid, non-career-track jobs.
- 4- Certain assignments are perceived as 'too risky' or 'not appropriate' for women.
- 5- People are force-ranked in the performance-driven (to the near exclusion of all other values).
- 6- Bonuses are awarded based on individual performance using subjective criteria.
- 7- 'Face time' is extremely important, along with putting in marathon hours on the job<sup>194</sup>.

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<sup>193</sup> Wilkof, Schneer, p66.

<sup>194</sup> Sasha Galbraith, "Creating 'Female-Friendly Organizations'", Financial Executive, April 2010, Vol. 26, Issue 3, p45-47, Ebscohost Database, (22 March 2011).

8- Few or no work/life flexible programs are offered. Or if they are offered, high-potential employees are discouraged from using them.

9- The concept of fairness is rules-driven. What applies to one person applies equally and unbendingly to all<sup>195</sup>.

As each of these conditions changed, the next condition was cited as the excuse for women remaining at low levels in organizations<sup>196</sup>. There have been several hypotheses offered to explain the absence of women at all levels. One proposes that women lack the education, training skills and experience to qualify for these positions. There has been little evidence to support this contention<sup>197</sup>.

A second hypothesis implicates bias and discrimination against women. There is evidence showing the existence of these factors<sup>198</sup>. Women still face discrimination within the workplace in areas traditionally dominated by men<sup>199</sup>. A third hypothesis identifies corporate policies and procedures that make it more difficult for managerial and professional women to be successful. There is also support for this hypothesis<sup>200</sup>.

And some firms can be called women-friendly- Some companies, however, have been very successful in changing the composition of their managerial ranks. Initial studies of women- friendly companies, (those with a good track record of promoting women to managerial and executive positions throughout the organization) has led to identification of preliminary themes that appear to be crucial in developing and sustaining organizations that benefit from the diversity resulting from women and men working together and equally at all levels<sup>201</sup>.

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<sup>195</sup> Galbraith, p46.

<sup>196</sup> Wilkof, Schneer, p66.

<sup>197</sup> A.M. Morrison, R.P. White, E. Velsor, "**Breaking the Glass-Ceiling: Can women reach the top of America's largest corporation?**", 1987, Reading, MA: Addison-Wesley.

<sup>198</sup> Carol A. McKeen, Ronald J. Burke, "**The Woman-Friendly Organization, Initiatives Valued by Managerial Women**", Employee Counselling Today, Vol.6, No.6, 1994, p18, Ebscohost Database, (21 March 2011)

<sup>199</sup> N. Ravindran, "**Becoming a Woman-Friendly Workplace**", Today's Manager, June-July 2007, p1, Ebscohost Database, (26 January 2011).

<sup>200</sup> Carol A. McKeen, R.J. Burke, "**Work Experiences and Career Success of Managerial and Professional Women: Study Design and Preliminary Findings**", Canadian Journal of Administrative Sciences, 1991, vol8, No.4, Ebscohost Database, (22 April 2011).

<sup>201</sup> Wilkof, Schneer, p66.

Why should organizations care from a quality and participation perspective if they are diversity-friendly in general or women-friendly more specifically? In 1991, researchers and authors, Cox and Blake effectively describe why and how diverse workforces enhance organizational competitiveness. In general, they suggest that when organizations are open to and welcome diversity they;

- Have lower absenteeism and turnover rates...
- Are able to recruit the best personnel from a more diverse work force...
- Can increase sales to select markets, benefit from enhanced creativity...
- Can improve decision making, become organizationally more flexible.

The above arguments are based, in part, on an assumption that women behave differently in management positions than men. The academic literature is equivocal on this issue. A review of the leadership literature found no evidence of gender differences in management styles.

However, other literature suggests that women perceive and interact with the world differently than men. One self-reported study found that men and women view leadership differently. Men report seeing leadership as a series of transactions while women report practicing interactive leadership that encourages participation as well as the sharing of power and information.

Recent books on women managers suggest that women do not identify with hierarchical structures but prefer webs of interaction or centrarchies. It is speculated that the reason studies show similarities between women's and men's management styles is that women have had to learn successful strategies for fitting into organizations designed by men for men<sup>202</sup>.

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<sup>202</sup> Wilkof, Schneer, p66.

The argument is that when women have control over designing organizational structures, systems and policies, they are freed up to behave in ways that are more reflective of their desired styles which focus on networks instead of hierarchies, group effort as well as individual achievement, and people-oriented skills such as teaching, mentoring and nurturing. These are, in fact, the managerial abilities that are needed in the 1990s as organizations become more flexible and de-bureaucratize to meet the productivity and quality focus dictated by a changing competitive global corporate environment.

It is not being discussed here only about programs that accommodate women's family responsibilities, such as flexible scheduling, family leave policies, day care centers, etc. nor being talked about simply adding women to managerial and executive ranks.

Instead it has been talked about identifying more fundamental ways organizations should change in order to manage the diversity that comes with having more women at all levels.

Several recent articles about women in management have suggested that organizations will have to change their cultures, not just their specific family policies. These and others speculate that new ways of organizing, managing, making decisions and resolving conflict may be required for organizations to fully benefit from the rich array of styles that come from embracing an increasingly diverse workforce<sup>203</sup>.

Employers worldwide lack an efficient strategy for developing female business leaders, a study by a leading consulting service reports.

According to a survey conducted in December 2010 by Mercer, along with Talent Management and Diversity Management magazines, 47 percent of global employers revealed that their organizations do not offer activities or programs for businesswomen to further their careers<sup>204</sup>.

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<sup>203</sup> Wilkof, Schneer, p66.

<sup>204</sup> Society for Human Resource Management, Study: Employers Fall Short Developing Female Business Leaders, 2011, [www.shrm.org/businessleadership/articles](http://www.shrm.org/businessleadership/articles), (03 May 2011), p1.

The survey, released March 3, 2011, included responses from human resource, talent management and diversity leaders at more than 1,800 organizations throughout North America, Europe, the Middle East and Africa, and the Asia-Pacific region. Industries represented in the survey include for profit services, durable manufacturing, financial and banking services, and high-tech and telecommunications. Responses to the survey were fairly consistent across the globe.

“Gender diversity in leadership can be a complex issue-some organizations do not recognize the unique attributes that women leader bring to the table, and others do not believe women should be treated differently than men.” Pat Milligan, president of Mercer’s Human Capital consulting business, said in a statement. “Even those organizations committed to having a more diverse leadership team may not be making the kind of progress necessary to achieve their goals.

The Mercer survey states that 21 percent of multinational companies offer women activities or programs to cultivate career growth, and another 6 percent of organizations said they plan to add more to their agenda.

“Although many multicultural organizations value gender diversity in leadership, they are focused on broader diversity objectives and not specifically on accelerating the development and pipeline of qualified women leaders,” Milligan said in a statement.

According to the survey, companies in the United States and the Asia-Pacific region support the development of leadership roles for women to a large extent, while organizations in Europe, the Middle East and Africa lagging behind.

However, the survey states companies in Europe, the Middle East and Africa, and the Asia-Pacific region place more emphasis on work-life balance to attract and retain female employees than organizations in Canada and the United States<sup>205</sup>.

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<sup>205</sup> Society for Human Resource Management, Study: Employers Fall Short Developing Female Business Leaders, p1.

Organizations worldwide in the Mercer survey identified the following tactics as the most effective in developing women business leaders:

Flexible work arrangements, at 66 percent.

- Diversity sourcing and recruiting, at 44 percent.

- Coaching, at 44 percent.

- Mentoring, at 43 percent.

The United States and the Asia-Pacific Region showed a higher-than-average response, at 69 percent, in providing flexible work arrangements and coaching to women, as opposed to Europe, the Middle East and Africa, and Canada.

Despite this, challenges remain. The Mercer survey states the top factors preventing women from advancing to the next stage in their careers include:

- Work/life balance, at 42 percent.

- Lack of an executive sponsor, at 42 percent.

- Insufficient breadth of experience, at 29 percent.

Companies in the Asia-Pacific region and in Europe, the Middle East and Africa indicated that an unwillingness to relocate hinders career growth for women.

Survey respondents said other factors, such as a small number of role models, lack of opportunities for career advancement and not enough support from upper management also block women's career advancement. Yet, survey participants said they would like to institute more coaching and mentoring programs and nurture younger-generation leaders<sup>206</sup>.

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<sup>206</sup> Society for Human Resource Management, Study: Employers Fall Short Developing Female Business Leaders, p1.

“When it comes to offering programs to help women advance as leaders, the solutions being provided by organizations don’t always address the issue,” said Colleen O’Neill, a senior partner for Mercer’s Human Capital consulting business, in a statement. “Leadership development is a multi-phase process that goes beyond flexible work schedules and basic coaching—it must include opportunities to obtain leadership experience and, more importantly, support from senior management.”

The United Kingdom on Feb. 24, 2011, asked firms in the Financial Times and Stock Exchange 100 to have at least 25 percent of high-level positions in U.K. boardrooms occupied by women by 2015 or face government measures. In the Davies report, former Labour Government Minister Lord Davies of Abersoch called on CEOs and chairmen throughout England, Northern Ireland and Wales to “ensure that more talented and gifted women” secure executive positions.

Meanwhile, a study released on March 4, 2011, by Catalyst, a nonprofit organization focused on advancing women, found that while 68 percent of companies in India have strategies for women’s advancement, the programs fall short in measuring progress and fail to hold managers accountable for:

- The retention of diverse talent
- The promotion of diverse slates and appointments.
- The allocation of work assignments.

“Many organizations have talented women in their leadership pipelines,” said Mercer’s O’Neill in a statement. “Yet, to be successful in advancing them into leadership roles, they need a strategy that includes developing women as well as changing the organization’s corporate culture to recognize the value of a diverse leadership team—it’s just good business sense.<sup>207</sup>”

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<sup>207</sup> Society for Human Resource Management, Study: Employers Fall Short Developing Female Business Leaders, p1.

## 4.2 The Definition of “The Woman Friendly Organization”

A women-friendly organization is one that 'provides women the opportunity to integrate personal, work, and marital and family roles successfully'<sup>208</sup>. It refers to how easy it is for women to work and have a career within the organization<sup>209</sup>. Studies of women's work lives have revealed that they face barriers in entering the work force, enjoying a good quality of work life and securing training, development and promotion opportunities<sup>210</sup>.

These barriers include gender stereotypes, negative attitudes toward women, work-family stress, discriminatory human resource management policies and practices, being in the minority and subject to tokenism pressures and patriarchal oppression.

Policies that aim to either eradicate sex discrimination against women at work, ensure equal employment opportunities (EEO) for women and men, and improve women's work lives can generally be considered as women-friendly. According to another definition, “A female-friendly company is more gender balanced- on average, 52 percent women employees versus 38 percent women in male-dominated firms.

## 4.3 Examples of Implementations around the World on Advancing Women

In recent years, some organizations have promoted themselves as equal opportunities employers and women-friendly workplaces<sup>211</sup>.

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<sup>208</sup> R.J. Cattaneo, M. Reavley, A. Templer, “**Women in Management as a Strategic HR Initiative**”, Women in Management Review, 1994, Vol.8, Ebsco Database, (19 June 2011).

<sup>209</sup> Catherine W. Ng, Warren Chiu, “**Women-friendly HRM good for QWL? The case of Hong Kong based companies**”, International Journal of Human Resource Management; Oct97, Vol.8 Issue 5, p644-659, Ebscohost Database, (21 January 2011).

<sup>210</sup> Sasha Galbraith, “**It is a man’s world**”, Talent Management, October 2009, [http://www.talentmgt.com/performance\\_management/2009/October/1086/index.php?pt=a&aid=1086&start=3410&2](http://www.talentmgt.com/performance_management/2009/October/1086/index.php?pt=a&aid=1086&start=3410&2), (23 April 2011).

<sup>211</sup> S. Cotter, K. James, D. Lucas, S. Vinnicombe, **Developing Women Managers at British Telecom**, Executive Development, vol.4, 1983, Ebscohost Database, (19 February 2011).

There are many lists emerging of women-friendly companies. These include American Express, Abbott Laboratories, IBM, SC Johnson & Son, McDonald's, and Motorola Electronics Pte. Ltd. Some of the things these companies do include: Guaranteeing equal pay for equal play, providing flexible working hours, creating multiple flexible working conditions (like part-time, shared jobs, half-time, shifts, split shifts, compressed working weeks and contract work), allowing "time-outs" with designated re-entry points, maintaining contact with people on "time out"-including ongoing training, social interaction, and company updates, setting specific representation targets for all levels of management, adjusting the environment to a more collaborative style- being self-aware enough to recognize different approaches, embrace diversity, putting diversity and female advancement as key results areas in manager's job descriptions, and providing opportunities for women to rise to top positions in the organization.

According to Alina Rizzo, Motorola's director of enterprise risk management, her organization believes strongly that a woman-friendly workplace is beneficial to both the staff and the organization. She says: 'It is an environment where women are only seen as employees but also recognised as consumers and business partners basically contributing to the company's success. And we hope they can do this by creating Motorola as an employer of choice each time'<sup>212</sup>.

The pharmaceutical company, GlaxoSmithKline (GSK) offers its employees some benefits like health and wellbeing programs like medical and family leave, reproductive health assessment, team resilience, stress to resiliency, flexible work options, travel health services, fitness passport program and the like.

Nevertheless, for combining work and family successfully GSK offers healthy family and social programs like achieving work/life balance, adoption assistance program, back-up care advantage program, education resources, eldercare resources, lactation program, lifeworks, parents and children, pregnancy resources and nutrition'<sup>213</sup>.

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<sup>212</sup> Ravindran, p1.

<sup>213</sup> <https://hrkms.gsk.com> (10.08.2010).

A program called The Employee Assistance Program (EAP) is a confidential counseling and consultation service provided through the Managed Health Network to help employees and their eligible family members address personal problems<sup>214</sup>.

Mckinsey&Company implemented some of the best practices about being woman-friendly. McKinsey&Company's woman consultants share their experiences on their online journals. Women have their special network for sharing and networking. Mckinsey offers flexible work options for its woman employees that go beyond the traditional full-time arrangement.

In 2004, Mckinsey launched The Leadership Project Portraits of Women Leaders, to collect oral histories of top women leaders from different regions, age groups, and career paths. Over the past 5 years, Joanna and her team have gone on to collect more than 100 video interviews with women leaders<sup>215</sup>.

Johnson & Johnson's "Crossing the Finish Line" program was created to help multicultural women advance through organization. The company defines multicultural broadly, to include not just race and gender, but disability and sexual orientation. The program targets challenges identified by the research organization Catalyst and others to explain why multicultural women might have difficulty advancing. For example, those who:

- Lack influential mentors and sponsors will receive mentoring from their managers and gain exposure to senior executives at Johnson & Johnson.

- Lack informal networking with influential colleagues will find that there is networking among program participants<sup>216</sup>.

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<sup>214</sup> <https://hrkms.gsk.com> (10.08.2010).

<sup>215</sup> <http://www.mckinsey.com/careers/women/Centered%20Leadership%20project.aspx>, (13.06 2011).

<sup>216</sup> Society for Human Resource Management, Johnson and Johnson Advances Women, 2009, [www.shrm.org/hrdisciplines/Diversity/Articles/Pages/JohnsonJohnsonAdvancesWomen](http://www.shrm.org/hrdisciplines/Diversity/Articles/Pages/JohnsonJohnsonAdvancesWomen), p1.

- Lack company role models who look like them will benefit eventually from the trickle-down effects of accelerated advancement of a greater variety of women within the organization.

- Lack high-visibility assignments will be given stretch assignments designed to challenge employees and give them exposure to those at the top.

But the program is not intended to teach business acumen. The purpose is to bring high-performing employees' titles in line with their capabilities. After participants depart, the supervisors stay to discuss what they can do as leaders to bring the learning women have experienced back to the rest of their direct reports<sup>217</sup>.

Four companies- Telstra Corp., Limited, and Australian telecommunications firm, the Royal Bank of Canada (RBC), Campbell Soup Co. and Deloitte LLP, a large consulting firm- have received the 2010 Catalyst Award for their efforts to recruit, develop and advance women in the workplace.

In 2006, Telstra has launched an initiative that includes a companywide women's network, an annual pay equity audit, education for male employees about women's issues in and out of the workplace, shared goals for gender representation, and partnerships with external organizations such as "Females in Information Technology and Telecommunications." By the help of that initiatives in the past three years, women in management roles in Telstra have increased from 29 percent to 41 percent and the percentage of women on the company's senior leadership team grew from 6 percent to 31 percent<sup>218</sup>.

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<sup>217</sup> Johnson and Johnson Advances Women, p1.

<sup>218</sup> Society for Human Resource Management, Multiple Efforts Help Companies Advance Women, 2010, [www.shrm.org/hrdisciplines/Diversity/Articles/MultipleEffortsHelpCompaniesAdvanceWomen](http://www.shrm.org/hrdisciplines/Diversity/Articles/MultipleEffortsHelpCompaniesAdvanceWomen), p1.

In 2001, the global RBC Diversity Leadership Council was established. Today, women comprise nearly 40 percent of RBC executives and hold 54 percent of management roles. RBC provides mentoring that matches employees who have different backgrounds and levels so they can learn about diversity from each other, sets specific staffing goals, creates coaching and development plans for women and visible minorities, and support employee resource groups.

Giving women the opportunity to share their ideas at work is particularly important for an organization like Campbell Soup, whose customers are 80 percent women. From 2005 to 2009, Campbell's increased the number of women holding executive roles: The percentage of women and women of color serving as plant directors increased from 14 percent to 21 percent, and the percentage of women on the company's board of directors grew from 13 percent to 20 percent.

Deloitte launched "The Women's Initiative (WIN): Living the Lattice" in 1993, showing how strong female leaders can bring novel perspectives and approaches to business challenges. This helps Deloitte provide the best solutions to its clients'. Between 1995 and 2009, women's representation as partners, principals and directors increased from 6 percent to 22 percent. During the same period, the representation of women in senior managers increased from 23 percent to 36 percent, while the gender turnover gap decreased from 7 percent to less than 1 percent<sup>219</sup>.

In Turkey, the best companies for the advancement of women are pronounced to be Marks & Spencer, Coca-Cola Company, Akbank, HSBC and Pfizer according to Forbes Turkey research. But in that research the companies were assessed only for their overall women rates in total employee counts, the numbers of women in middle and top management, top management and in board of directors. When it comes to assess the organizations in Turkey for their woman-friendliness, they are not evaluated for work-oriented or family-oriented dimensions<sup>220</sup>.

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<sup>219</sup> Multiple Efforts Help Companies Advance Women, p3.

<sup>220</sup> **Forbes Turkey**, "Kadınlar için En İyi Şirketler", February 2011, p42.

**Table 4****The Best Companies for Women in Turkey**

Range	Company Name	Total Number of Employees	Total number of men	Total number of women	Total number of middle management	Number of women in middle management	Total number of top management	Total number of women in top management	Total member number of BOD	Number of Women Members of BOD	Age (under 30)
1	Marks& Spencer	1.100	315	785	46	36	10	7	4	2	63,00%
2	Coca-Cola Company	86	34	52	33	24	8	7	8	7	23,2%
3	Akbank	14.141	6.340	7.801	1.405	797	1.100	377	8	1	66,00%
4	HSBC	6.641	2.804	3.837	597	300	61	21	8	1	46,00%
5	Pfizer	1.376	1.070	306	73	24	17	8	14	7	26,7%
6	Pepsico Türkiye	1.300	918	382	134	43	19	10	9	3	45,00%
7	Koç Finansal Hizmetler	16.821	6.457	10.364	1.459	618	39	9	10	1	32,00%
8	İş Bankası	23.944	11.908	12.036	1.963	816	124	23	11	2	37,00%
9	Finansbank	11.415	5.002	6.413	643	286	114	37	5	0	52,10%
10	Garanti Bankası	16.700	7.117	9.547	885	362	133	42	8	0	49,50%

**Source:** Forbes Turkey, February 2011, p42.

#### 4.4 Reasons for being a Woman-Friendly Organization

One of the most interesting themes to emerge dealt with the reasons for each company's women-friendliness. General reasons for becoming women-friendly were given:

- Women can help solve serious talent shortage issues. According to a 2007 Harvard Business Review article,"... in the knowledge economy of the twenty first century, talent will always be the scarcest of scarce resources.

- A diverse leadership team is critical to the success of any businesses, and provides the key to understanding today's multicultural ever-changing workplace.

- Women make up one-half or more of the marketplace and wield tremendous purchasing power<sup>221</sup>.

<sup>221</sup> Avivah Wittenberg-Cox, Alison Maitland, **Why Women Mean Business**, 1<sup>st</sup> Edition, USA: John Wiley & Sons, 2008, p2.

- The legal requirements of affirmative action encouraged or required some of the companies to examine their hiring and promotion practices. While none were sued, it was clear that if current practices were not changed they would be vulnerable to legal action<sup>222</sup>.

- Bringing meritocracy to the workplace, advancing the talent no matter what is the gender, race or ethnicity is vital for the organizations of today.

To adjust recruitment strategies, the first step is to conduct an audit of past recruitments by gender. Companies must determine if their image is attractive to women, and updating recruitments ads to eliminate bias is suggested. They should take care to develop effective recruitment discussions that are gender inclusive and which position women in leadership roles. In addition to legal action requirements, companies which learn the language and culture of women have a tremendous opportunity to benefit from the demographic and social shift.

Expanding the conversation about gender has the potential to solve problems posed by falling birth rates and an aging workforce. However, in order to take advantage of womenomics, companies must make arrangements in both their hiring practices and in their efforts to retain and promote female employees. To retain female employees, companies must find out why women leave in the first place as well as the cost and the outcome of their leaving. Companies need to recognize and acknowledge gender differences for each of these issues, and find out the source of any problems before changes can begin<sup>223</sup>.

- Several of companies had critical incidents in their histories that highlighted the advantages to having significant numbers of women at all levels. These incidents revealed that women were very successful, in some cases more so than men, in handling serious situations such as challenges to the organization's market position, difficulties with customers or general business downturns during recessionary periods<sup>224</sup>.

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<sup>222</sup> Wilkof, Schneer, p66.

<sup>223</sup> Wittenberg-Cox, Maitland, p2.

<sup>224</sup> Wilkof, Schneer, p66.

Companies must recognize that women inhabit a variety of different market segments. An important step in developing that understanding is to include women on leadership teams because these women will have insights on products and services as customers<sup>225</sup>.

- In several cases there were critical incidents in the personal lives of the CEOs, all of whom were men. They describe these incidents as sensitizing them and increasing interest in women's contributions in the workplace. Most common were CEOs marrying professional women and/or having daughters who were facing their own challenges in the workplace. They report developing greater appreciation for the consequences of discriminating against women and the importance of creating organizational cultures more open to women entering positions of power in the organization.

- And finally, recognising the contributions women make on a daily basis, the CEOs realised that creating women-friendly cultures 'just good business sense' because of their levels of competency<sup>226</sup>.

#### **4.5 Organizational Women-Friendliness**

There has been empirical evidence contending that organizational women-friendliness is multi-faceted, and that women-friendly organizations could be ranked based either on an overall women-friendliness (WF) index or as per each women-friendly dimension.

According to a study held in Hong-Kong by Warren C.K. Chiu and Catherine W.Ng., organizational women-friendliness comprises seven women-friendly dimensions (WFDs), namely<sup>227</sup>:

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<sup>225</sup> Wittenberg-Cox, Maitland, p4.

<sup>226</sup> Wilkof, Schneer, p66.

<sup>227</sup> Warren C. K. Chiu, Catherine W. Ng, "The differential effects of work- and family- oriented women-friendly HRM and OC and OCB: The case for single female employees in Hong Kong", International Journal of Human Resource Management; Dec2001, Vol.12 Issue 8, p1347-1364, Ebscohost Database, (16 February 2011).

1- Formalized HRM; Job descriptions and specifications for various positions are written in details and readily available. The organization facilitates mentor relationships, both formal and informal, at the workplace.

2- Anti sex discrimination policies; The organization has special committees for handling sex discrimination and sexual harassment grievances. The organization gives training programmes to employees on issues of sex discrimination and sexual harassment. The organization has policies on rectifying inequity of pay between two sexes<sup>228</sup>. As soon as women leave business school lag behind men by job level and in compensation and never catch up, according to Pipeline's Broken Promise, a report released February 18, 2010, by Catalyst, a nonprofit membership organization working to expand opportunities for women.

Between the fall of 2007 and spring of 2008 Catalyst conducted an online survey of alumni who graduated between 1996 and 2007 from MBA programs at 26 leading business schools in Asia, Canada, Europe and United States. The report, which is part of a continuing longitudinal study, reflects the experiences of 4,143 respondents who were working full time at the time the survey was fielded.

Even after taking into account experience, industry and region, the report found women started at lower levels than men, made on average \$4,600 less in their first jobs and continued to be outpaced by men in rank and salary growth.

It was only in those cases where women began their post-MBA career at the mid-management level or above that they achieved parity in position with men. However, this accounted for only 10 percent of the women and 19 percent of the men surveyed<sup>229</sup>.

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<sup>228</sup> Chiu, Ng. "The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong", p1347-1364.

<sup>229</sup> Society for Human Resource Management, Women Still Playing Catch-Up, Report Finds, 2010, [www.shrm.org/hrdisciplines/Diversity/Articles/Pages/WomenStillPlayingCatchUp](http://www.shrm.org/hrdisciplines/Diversity/Articles/Pages/WomenStillPlayingCatchUp), (22 June 2011), p1.

Opportunities are far from equal, Catalyst suggests. For example, the report showed that men were twice as likely as women to hold a senior executive position. Parenthood and the level of aspiration did not explain the results. The findings held even when considering women and men without children as well as only those who aspired to senior leadership positions.

A separate report, released April 28, 2009, by the nonprofit Institute for Women's Policy Research (IWPR), revealed that men out-earn women in nearly every occupation for which data are available. Of the more than 500 occupational categories for which sufficient data are provided by the U.S. Bureau of Labor Statistics (BLS), in only five occupations do women earn the same as or more than men.

Men even earn more in jobs most commonly held by women, according to BLS data for 2008. For example, women administrative assistants, elementary and middle school teachers and registered nurses earn only 83.4 cents, 87.6 cents and 87.4 cents, respectively, for every dollar earned by men holding the same positions.

“The data paint a clear picture of a workforce that remains strongly divided on the basis of sex—with women landing in the worst jobs our labor market has to offer, and earning less than men even in the exact same jobs,” said Dr. Barbara Gault, director of research for IWPR, in a statement. “Our economy can only thrive when opportunities are equally available regardless of gender or race.”

“ ‘Give it time’ has run its course,” said Ilene H. Lang, the president and CEO of Catalyst, in a statement. “In a world where women comprise 40 percent of the global workforce and are earning advanced and professional degrees in record numbers—even surpassing men in many cases—gender inequity is a waste.

“Companies without parity for women at all levels are unsustainable,” Lang added. “Smart leaders will act now or risk falling behind.”<sup>230</sup>

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<sup>230</sup> Women Still Playing Catch-Up, Report Finds, p1-2.

CEOs and executives from major companies asked to comment on Catalyst's findings offered suggestions for employers such as:

- Don't assume that the playing field has been leveled.
- Redesign systems to correct early inequities.
- Collect and review salary growth metrics.
- Build in checks and balances against unconscious bias.
- Make assignments based on qualifications, not presumptions.

"Companies have been working on this, and I thought we'd seen progress," James S. Turley, chairman and CEO of Ernst & Young LLP, is quoted as saying in the report. "This is a wake-up call for corporations." His suggestions:

- Put more pressure on business schools to coach women and men during the job placement process.
- Look at where women land when they come into an organization.
- Make sure women are getting the same opportunities for development and visibility as men.
- "We need to focus even more on how we're leading our companies to get the most out of employees," Turley continued. "If not now, when? In this war for top talent, we can't afford to do otherwise."

The picture might look grim for women in some positions, but researchers at the Tepper School of Business at Carnegie Mellon University found that the small group of top female executives at American corporations are rewarded with higher overall compensation than their male counterparts and benefit from the same rate of promotion<sup>231</sup>.

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<sup>231</sup> Women Still Playing Catch-Up, Report Finds, p1-2.

According to a Dec. 11, 2008, news release, the study, “Are There Glass Ceilings for Female Executives?” tracked the career paths and compensation of more than 16,000 executives over 14 years and found that female executives earned about \$100,000 more per year than men of the same age, educational background and job experience. On average, total compensation for the executives—about 5 percent of whom were female—was about \$2.46 million, including nearly \$461,000 in salary and bonuses.

However, women within the overall sample were, on average, younger and less experienced than males at the executive level, and more likely to hold lower-level executive positions.

An executive’s history of career turnover and the presence of an MBA seemed to have the greatest impact on compensation, according to the research. MBA graduates earned about \$130,000 more per year than executives with only an undergraduate degree and \$230,000 more than those with just a professional certification. Approximately 23 percent of the executives studied—men and women—held an MBA.

The study found that job turnover and tenure as well as education are better overall indicators of compensation than gender.

“Women aren’t climbing as many rungs on the executive ladder because they are more likely than males to retire earlier or switch careers,” said Robert A. Miller, professor of economics and strategy at the Tepper School and one of the study’s co-authors, in a statement. “Although women may still be likely to face gender discrimination through unpleasant work environments or tougher, less-rewarding assignments, our results find that there does appear to be equal pay and equal opportunity for women if they stay in the workforce and get to the executive level.<sup>232</sup>”

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<sup>232</sup> Women Still Playing Catch-Up, Report Finds, p1-3.

On the other hand, according to the TD Economics report, *Career Interrupted-The Economic Impact of Motherhood*, motherhood is the culprit behind unexplained but significant wage losses for working women in North America. The report suggest this "motherhood gap" in wages largely occurs because of wage penalties mothers experience each time they exit and re-enter the workforce.

"Previous studies on wage differences by gender have found that roughly half of an observed 20 percent gender gap cannot be explained by the usual factors that drive wages, such as experience, hours worked, occupation, industry, age and the like," said report co-author Beata Caranci, deputy chief economist at TD Economics. "The research leads us to conclude that exits from the labor force, most often related to family or motherhood—not gender—are the culprit behind this 'unexplained' wage gap."

Women who exit the workforce to have children tend to experience an unexplained but persistent 3 percent wage penalty per year of absence. The report indicates this persistent wage penalty is as much as three times more severe for frequent exits (three or more) than it is for long absences. So while a depreciation of skills is an issue with any extended leave, it is not the headwind previously thought. Employers typically use the frequency of entry and exit in the labor force as a signal of attachment or commitment.

For example, a female employee who currently earns \$60,000 in after-tax income, who works continuously for another six years, would see her real (inflation-adjusted) earnings rise to roughly \$64,000, assuming a 1 percent annual gain. If this woman takes a single three-year stint out of the labor force before returning and working another continuous 20 years, she would incur a cumulative earnings penalty of over \$325,000 in current dollars (assuming a 55 percent income replacement ratio in the first year of a child-related absence and a persistent 3 percent penalty per year of absence, in accordance with research findings)<sup>233</sup>.

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<sup>233</sup> Women Still Playing Catch-Up, Report Finds, p1-3.

Another contributing factor of the motherhood wage gap is that mothers returning to the workforce have greater responsibility on the home front, which makes work-life flexibility a key underpinning toward retention of women in the workplace. These changing priorities can mean mothers become less responsive to classic job incentives like wages and more attracted to work-life balance.

This is not to say women re-entering the workforce do not want responsibility. The report suggests that if employers want to attract mothers back to the workforce, they need to be prepared to offer jobs with fair wages as well as a sense of greater responsibility, in order to entice women to make the trade-off with household responsibilities.

The report finds that there are ways for women to reduce the motherhood wage gap. Women incur far less financial penalty if they are able to build more experience before temporarily exiting, irrespective of the length of time they ultimately remain out of the workforce. Returning to the same employer also lends itself to a lower wage penalty, as social networks and other firm-specific skills remain better preserved<sup>234</sup>.

3- Training and development opportunities; Women-only training programmes are provided to enhance female employees' job skills, interpersonal skills, etc. The organization counsels women employees on career development. The organization offers development contracts, e.g. study leave, to women employees. Women are promoted over men in cases where the candidates possess same qualifications.

4- Positive equal opportunities measures; There is a quota system to ensure a minimum proportion of women in middle and upper managerial grades. Equal opportunity audits are conducted to ensure quato system is implemented. There ise an opposite argument about that quota system like you can not force the organizations and women to deploy and work otherwise giving penalties. The working decision should be taken consciously for both the employer and the employee<sup>235</sup>.

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<sup>234</sup> Society for Human Resource Manamegent Motherhood, Gap' Explains Differences in Gender Wages, 2010, [www.shrm.org/hrdisciplines/compensation/Articles/Pages/MotherhoodGap](http://www.shrm.org/hrdisciplines/compensation/Articles/Pages/MotherhoodGap), (16 June 2011), p1.

<sup>235</sup> Chiu, Ng, . “**The differential effects of work- and family- oriented women- friendly HRM and OCB: The case for single female employees in Hong Kong**”, p1347-1364.

A series of reports released in 2010 take a look at the progress women have made—and have yet to make— to access one such enclave: the corporate boardroom. Ninety-seven of the 100 firms on the S&P 100 stock market index have at least one woman or minority on their board of directors, and 67 have three or more, according to a report on the diversity practices of such companies that was released Oct. 28, 2010, by Calvert Investments.

“Yet less than half of the S&P 100 companies state that they mention that they are seeking female and minority board member nominees specifically. One quarter of companies mention diversity in general terms in board selection materials, and nearly a third (31 companies) don’t mention diversity.

These results are likely to change. The U.S. Securities and Exchange Commission (SEC) announced in December 2009 that, effective Feb. 28, 2010, companies will have to disclose in their proxies whether and how board nominating committees use diversity in the process of identifying nominees.

GovernanceMetrics International (GMI), a firm that rates companies and industries around the world on a variety of governance measures, began tracking the number of women on corporate boards in March 2009. Its latest report, released March 11, 2010, revealed that, on average, women held 12 percent of board positions at the 1,754 U.S. companies rated, a ratio almost unchanged from 2009.

Yet on average, companies at nine of the 45 countries studied have a larger average percentage of women on boards than those in the U.S., GMI found. Norway leads the pack—spurred on, as SHRM Online has reported, by a mandate that 40 percent of the board seats at public and certain other companies in the country be filled by women. Canada, Denmark, Finland, Israel, the Netherlands, the Philippines, South Africa and Sweden each has a higher percentage of women on their boards than companies in the U.S., according to GMI’s findings<sup>236</sup>.

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<sup>236</sup> Society for Human Resource Management, [Boards Let Women into the Clubhouse](http://www.shrm.org/hrdisciplines/Diversity/Articles/Pages/BoardsLetWomenin), 2010 [www.shrm.org/hrdisciplines/Diversity/Articles/Pages/BoardsLetWomenin](http://www.shrm.org/hrdisciplines/Diversity/Articles/Pages/BoardsLetWomenin), (13 June 2011), p1-3.

Nevertheless, the majority of U.S. firms rated by GMI (69 percent) have at least one woman director, placing the U.S. in fourteenth place out of the 45 countries rated. Less than 10 percent of U.S. firms have at least three women directors, placing the U.S. thirteenth on the list for 2010.

Globally, the main obstacles to women reaching top leader roles are national cultural norms and corporate cultures that are masculine or patriarchal, according to the World Economic Forum's Corporate Gender Gap Report released March 8, 2010.

“Senior businessmen are often ignorant of the issues women face at work unless they have working partners or daughters who tell them what it's really like,” and others see women's advancement as a threat, noted the authors of *Closing the Gender Gap: A European Perspective on New Approaches to Women's Leadership*, a Conference Board report published September 2010.

Though women have made inroads into corporate boardrooms around the world, progress sometimes comes as a result of quotas and women's advancement initiatives—programs that many people—male and female alike—would rather do without, according to various reports.

The Conference Board report noted that women's leadership programs and networks “are coming under scrutiny for putting the onus on women to adapt to the existing culture, rather than addressing the cultural issues that may be obstructing their progress.

“Some companies are investing in innovative approaches that focus on changing the corporate environment, making it more open to women and inclusive of the best talent, rather than putting the onus on women alone to be ‘leadership-ready,’ ” the report said<sup>237</sup>.

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<sup>237</sup> Boards Let Women into the Clubhouse, p1-3.

“Some leadership training now emphasizes the skills and self-awareness that all leaders need in order to achieve a more inclusive culture,” the report continued. This can counteract systems and attitudes that tend to “select for male leadership characteristics ‘by default.’ ”

When programs do target women, some, such as the Accomplished Top Leaders Advancement Strategy (ATLAS) program of Deutsche Bank, focus on pairing women managers with executive sponsors, thereby giving them increased exposure and access to role models in positions of power.

Although some countries—such as Norway—and some firms—such as Sodexo—have set a stake in the ground by mandating that a targeted percentage of women hold a specified set of positions by a certain date, The Conference Board reports that this strategy can be risky, partly because the subject of mandatory quotas triggers “strong differences of opinion across Europe.”

Norway’s target of 40 percent has been highly effective, but it was “introduced only after years of ineffective voluntary pressure,” the report noted. It’s hard to argue with results. More than half (57 percent) of Norwegian companies had at least three women directors as of March 2010, according to GMI, more than any other country measured by the firm and 18 percentage points ahead of the second place country, Sweden.

Experts note that advance planning and training are essential before targets or quotas are imposed.

Sodexo’s 2015 target—to have women make up 25 percent of its top 300 executives—is a goal that the organization set “only because we have five years of education and training in understanding the business case and improving gender diversity,” Jean-Michel Monnot, Sodexo’s European director of diversity, said in The Conference Board report<sup>238</sup>.

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<sup>238</sup> Boards Let Women into the Clubhouse, p1-3.

Research conducted by the leadership advisory firm Heidrick & Struggles, the global membership organization Women Corporate Directors (WCD) and Dr. Boris Groysberg of the Harvard Business School in the spring of 2010 revealed that more women than men (25 percent vs. 1 percent) supported the use of quotas imposing a required percentage of women per board. Most respondents (59 percent of women and 93 percent of men) don't want to see a quota system.

The survey captured responses from corporate directors from public and private companies across North America: 294 WCD members and 104 male directors of public companies who had been placed by Heidrick & Struggles in the five years preceding the study.

“It is interesting to see in the survey and in our conversations with women directors around the world how the idea of quotas is gaining traction,” said Alison Winter, co-founder and co-chair of WCD, in a statement, “especially given what is happening in Europe, where various countries are moving toward new regulations that require anywhere from a 20 percent to a 40 percent female quota in the boardroom.

This alone raises the consciousness of nominating committees around the subject of diversity when considering new board candidates.”

The Heidrick/WCD research revealed a number of similarities between the 294 WCD members and the 104 male directors of public companies that had been placed by Heidrick & Struggles who were surveyed in the spring of 2010.

Women and men had, on average, served on six boards in their career, had served for about the same number of years in their longest board role, held similar board positions and had comparable views on board dynamics<sup>239</sup>.

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<sup>239</sup> Boards Let Women into the Clubhouse, p1-3.

But there were some key differences. Far more women directors than men felt that three or more women on a board made it more effective (51 percent vs. 12 percent) and said that women directors brought unique attributes to a board (90 percent vs. 56 percent).

The Heidrick report found that women were nearly twice as likely as men to say that increased boardroom diversity would help restore trust in boards (65 percent of women vs. 35 percent of men).

“There is a significant gender divide in how men and women directors believe that boards should rebuild trust, as well as in rating how their boards are performing their fundamental responsibilities,” said Susan Stautberg, co-founder and co-chair of WCD, in a statement.

Compared to male respondents, “women directors preferred increased oversight, including a significant number who supported more regulation around executive compensation and enhancing proxy access,” added Bonnie Gwin, managing partner of Heidrick & Struggles’ North American board of directors practice. “The women directors surveyed seem to express a feeling that the status quo has not worked and that they are open to more aggressive changes to rebuild stakeholder trust in boards,” she said.

Men and women directors agreed that there was room for improvement on their boards with regard to succession planning and advancing diversity.

Only 59 percent of women respondents and 61 percent of men rated their board’s succession planning process as “good” or “excellent,” and only 51 percent and 53 percent, respectively, cited their board’s advancement of diversity on the board and throughout the company as “good” or “excellent.”<sup>240</sup>

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<sup>240</sup> Boards Let Women into the Clubhouse, p1-3.

“While a majority of women believe that having a diverse board would help rebuild trust, only about half the women surveyed thought that their companies/boards were effective in promoting diversity at the board or executive level,” Gwin said. “This fact, taken together with the longer lead time for women vs. men in landing a board seat, speaks to a real ‘diversity gap’ that continues to affect corporate boardrooms across the U.S.<sup>241</sup>”

5- Maternity and paternity benefits; The organization has enhanced maternity benefits that more than meet the requirements of labour laws. The organization has paternity benefits, e.g. male employees are permitted to take reduced-pay leave to spend time with family.

6- Family-friendliness; The organization renders advice to women employees on how to combine family and work. Childcare is provided on-site for working mothers, or the organization gives childcare subsidies. The organization practices cafeteria benefit plan, i.e. employees can pick and choose from available options to develop their own benefit plan.

7- Flexitime work arrangements; Formal job sharing (i.e. two or more employees sharing one job) is permitted. Flexible working hours are allowed for women employees who desire such arrangements; e.g. staggered working hours, etc. Leave without pay but position assured is an available option for women employees who would like to resume work after an extended leave of absence taken due to family obligations. Voluntary reduced time is permitted for women employees who desire such an arrangement, e.g. working only three days a week<sup>242</sup>.

In addition to that dimensions according to a study based on content analyses of interviews conducted at eight companies a number of themes were identified that seem to be critical to a company becoming organizationally women-friendly:

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<sup>241</sup> Boards Let Women into the Clubhouse, p1-3.

<sup>242</sup> Chiu, Ng, “**The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong**”, p1353.

#### ***4.5.1 The Strategy of a Woman-Friendly Organization***

Emphasizing diversity and inclusiveness (of women, men and minorities) are key aspects of a woman-friendly company's strategy, clearly stated in corporate policies and documents. Each organization's leaders have visibly positive attitudes and behavior about diversity which they communicate both internally and externally<sup>243</sup>. The corporate strategy may or may not be clearly defined, but the vision and operating principles are<sup>244</sup>. The woman-friendliness initiatives should be integrated into the company's strategy should be linked to hard targets and should be "very visible and transparent". Like in the Telstra example discussed above, according to group managing director of Human Resources, "Next Generation Gender Diversity: Accelerating Change for Women Leaders" initiative is working because it is integrated into the company's strategy, is linked to hard targets and is very "visible and transparent."

All organization's in this group have formal training programs to assure that effective mentoring occurs for women and minorities as well as for men.

#### ***4.5.2 The Management Style, Numbers of Women in Key Managerial Positions and the Organizational Structure in a Woman-Friendly Organization***

Most, but not all of the companies' managerial styles appear to be open, participative and creative. In these firms, the use of inclusive language is the norm not the exception. Discriminatory and/or harassing language and actions are not tolerated. Off-site meetings and travel awards are planned with the realization that locations and activities need to appeal to a wide range of personal interests. For the most part, those interviewed characterize their company as a "fun place to work". Everything starts with a compelling story for change- the business case. In a woman-friendly organization the management at every tier and employees of all levels to connect with the case for change and understand how they can each contribute to it is required<sup>245</sup>.

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<sup>243</sup> Wilkof, Schneer, p66.

<sup>244</sup> Galbraith, p2.

<sup>245</sup> **The Wall Street Journal**, Where are all the senior-level women?, 2011, [www.wsjonline.com](http://www.wsjonline.com), p2, (12 April 2011).

The companies in these studies all have substantial numbers of qualified women in key managerial positions. Women are represented in top management and in line management positions that critically impact profit/loss results<sup>246</sup>. According to an interview with Vikram Malhotra of the Americas at McKinsey & Co, the reason, holding women back in the workplace is very simple. Corporate talent pipeline is leaky and blocked. Qualified women enter the workforce in sufficient numbers, but they begin to drop off at the very first sorting of talent, when they are eligible for their very first management positions. And it only gets worse after all. There is a silver lining, a leverage point-middle management women. They have enormously high aspirations. They are accumulating new skills and gaining expertise in how business works. And they are growing more confident and more ambitious day by day. They really want to move to the next level, as much as men do. The discouraging and holding back barriers such highly qualified, highly motivated women are lifestyle issues, concern about the 24/7 executive lifestyle and travel requirements and entrenched beliefs held by both men and women throughout management like: “Everybody knows you can not put a woman in that particular slot”. Or “That job could never be done part time”. Or “If you promote a woman and she goes out on leave, we won’t make our numbers.” Another barrier is individual mind sets. As women age, their desire to move to the next level dissipates faster than men’s.

One of barriers preventing women being advanced is structural barriers. They include a lack of women role models, exclusions from informal networks where connections are made, and the absence of sponsorship<sup>247</sup>. Woman-friendly firms recognize the importance of flexible, flatter organizational structures where power, authority and decision making are decentralized. Not only are women represented in bottom line management positions, these companies do not hesitate to promote women to management positions in functional areas typically considered to be non-traditional, such as manufacturing or engineering<sup>248</sup>.

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<sup>246</sup> Wilkof, Schneer, p66.

<sup>247</sup> Where are all the senior-level women?, p1.

<sup>248</sup> Wilkof, Schneer, p66.

These organizations also have formal or informal groups of women who provide input and guidance to various functional areas and organizational levels about issues that impact women<sup>249</sup>.

#### ***4.5.3 Company Policies of a Woman-Friendly Organization***

Generally speaking, women-friendly organizational policies refer to those that equal opportunities to female and male job applicant as well as to incumbent members of staff of both sexes. Women-friendly policies have gradations of progressiveness, varying magnitudes of financial implication for organizations, and require different levels of attitudinal change and commitment to the philosophy of equal opportunities. The authors of *The Best Companies for Women* judge organizations' degree of women-friendliness according to their recruitment and hiring procedures, programmes aimed at promoting women, way of handling sex discrimination and sexual harassment training programmes on sexual harassment attempt to rectify inequality of pay, flexitime policies, maternity and paternity leaves, adoption benefits, sick leave benefits for family illness, leave-without-pay-but-position-assured policy, childcare facilities or subsidies, free childcare referral services, cafeteria-style approach to benefits, allowance for part-time work, policies on dual-career couples, as well as percentage of female employees and the number of women in management<sup>250</sup>.

The list is fairly comprehensive and misses out only on training and development programmes for women, which some companies in the UK have put in place with success and mentoring, which is an important organizational initiative for advancing managerial women. None of the above specifically relate to covert types of sex discrimination. A survey conducted by Business Week measured women-friendliness with similar criteria with two 'bonus questions': 1. 'For male managers only: Workplace romance aside, how often do you lunch or socialize with a woman colleague or subordinate?' and 2. 'For female managers only: In the past month, have you been ignored in a work setting, or been left out of the information loop?'<sup>251</sup>,

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<sup>249</sup> Wilkof, Schneer, p66.

<sup>250</sup> B. Zeitz, L. Dusky, **The Best Companies for Women**, 1988, New York: Simon & Schuster.

<sup>251</sup> Ng, Chiu, "Women-friendly HRM good for QWL? The case of Hong Kong based companies", p644-659.

The two questions are worth noting as they address not blatant discriminatory practices but the more subtle and insidious ones, such as well-established old-boy networks of which women have no membership. Lastly, some surveys on women-friendly companies focus on certain aspects alone, e.g. childcare facilities and benefits.

In sum women-friendly organizational policies aim to assist working women in several aspects: removing the hurdles placed in their entry into and progression within organizations; relieving their intra- and inter-role stress; and simply promoting them. Much research has been conducted investigating issues or problems women encounter in organizations, and as a result of these studies a spectrum of recommendations has been proposed to make organizations friendlier to female employees. However, most of the studies have limitations of the following kinds. First, their focus often is single-mindedly on women's work and family/personal lives. Few try to examine if men would also benefit from such changes in human resource management policies. Secondly, recommendations are derived from women's lived experiences.

There is little empirical support for their actual effect on women's and men's work lives after implementation. This type of empirical study would complement the theoretical suggestions.

Thirdly, and finally, it has not been convincingly shown specifically how organizations can hope to benefit from practicing women-friendly human resources management.

Research into 'women in organizations' has seldom been purely academic, not solely theoretical. It is common for studies to conclude with recommendations that would supposedly enhance women's opportunities for promotion, training, career development and/or eradicate sex discrimination and so forth. As such, these recommendations form the basis of women-friendly human resource management.

To illustrate the point, three classic studies have been chosen, in chronological order, for discussion and explanation<sup>252</sup>.

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<sup>252</sup> Ng, Chiu, "Women-friendly HRM good for QWL? The case of Hong Kong based companies", p644-659.

Cooper & Davidson reported that women in managerial positions faced stress- from both the work and the home/social environments- that was not experienced by their male counterparts. The sources for this additional stress included having to acquire male managerial skills. (e.g. being assertive, confident), multiple demands inherent in running a career and family, being tokens, expectations of others to play either the mother earth or the seductress role, difficult work relationships with bosses, colleagues and subordinates, sexual harassment, and limited opportunities for promotion and career development. In order to help women employees, the researchers proposed flexible working arrangements, day nursery facilities, career counseling and planning for women, senior management sponsorship of women, helping men to come to terms with women at work, and creation of support networks for women.

Another classic study was conducted by Marshall (1984). She set out to explore how women's work lives differed from that of their male counterparts, and found that her participants (female managers) felt that they were 'travellers in a male world'. They did not feel accepted, valued or respected, and faced 'various pressures which make it difficult for them to develop and consistently maintain a sense of their own worth and capabilities'. They wanted to lead a 'balanced life', to have it all, yet felt unable to because '[t]hey were "very often very tired" '. To enhance the work lives of women employees, Marshall gave six categories of suggestions.

The first was to integrate women into current organization systems as equals (e.g. by providing women employees with training and development opportunities). The second involved modifying current practices to help women (e.g. flexible working hours and child care facilities). Thirdly, organizations should constantly bear women in mind when solving problems. Improving other organization members' acceptance of women formed the basis of the fourth category of suggestions<sup>253</sup>.

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<sup>253</sup> Warren C. K. Chiu, Catherine W. Ng., "Women-Friendly HRM and Organizational Commitment: A Study Among Women and Men of Organizations in Hong Kong", *Journal of Occupational and Organizational Psychology*, December 1999, Vol. 72 Issue 4, p485-502, Ebsco Database, (16 January 2011).

The fifth group emphasized training women's job and interpersonal skills to enable them to participate in employment in similar ways to men. The last set of recommendations suggested that organizations should render advice to women on how to participate and make choices in a man's world.

More recently, Collinson et al. examined why sex segregation prevailed in the insurance industry despite the fact that it was predominantly mental rather than manual work. They studied 20 insurance companies' recruitment and selection practices, and found that informality facilitated sex discrimination. It allowed male selectors to adopt word-of-mouth recruitment, which was likely to exclude women applicants, and to make subjective decisions based on the recruiters' 'bread-winner ideology', and on the notion that saleswomen were 'bad risks'.

The research also revealed that women in insurance were confined to the low-grade clerical work through 'tiered recruitment' by sex, age and qualifications, which in turn was based on gendered assumptions about women's non-career commitments. Furthermore, although sometimes acknowledged informally, many of the essential and important tasks— both physical and emotional, skilled and semi-skilled— that women workers performed were not recognized in formal job descriptions.

Women were also discriminated against in the insurance companies' promotion policies; they were not selected to participate on training courses; geographical mobility was applied in an inconsistent and contradictory way to them; and their domestic responsibilities and the family ideology worked against them. To remove sex discrimination and gender inequality, the researchers prescribed 'a gender agenda', in which they advocated more systematic and formalized practices in the channels, criteria and procedures of recruitment; training both men and women of the informal vicious circles of job segregation; career-break schemes; flexible working patterns; and creche facilities<sup>254</sup>.

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<sup>254</sup> Chiu, Ng, "Women-Friendly HRM and Organizational Commitment: A Study Among Women and Men of Organizations in Hong Kong", p486.

Although all three studies are quite comprehensive in their recommendations of women-friendly organizational policies and practices, each has some that others do not. One of the most comprehensive lists can be found in *The Best Companies for Women*, which judges an organization's degree of women-friendliness according to a long list of criteria including recruitment and hiring procedures; programmes that aim at promoting women; ways of handling sex discrimination and sexual harassment; training programmes on sexual harassment; attempts to rectify inequality of pay; flexitime policies; maternity and paternity leaves; adoption benefits; sick leave benefits for family illness; leave-without-pay-but-position-assured policy; child-care facilities or subsidies; free child-care referral services; cafeteria-style approach to benefits; allowance for part-time work; policies on dual-career couples; and the percentage of female employees and the number of women in management<sup>255</sup>.

But even that handbook misses out one important element of women-friendly HRM: training and development for women<sup>256</sup>.

In the areas of family-friendly benefits, alternative work schedules and sexual harassment, most, but not all, of these companies have or were in the process of developing clearly stated policies with clearly stated rewards and sanctions. However, the companies do have different attitudes toward these policies.

Some companies seem to view women and men as the same and equal with no distinctions made. In these companies, both genders are expected to give their all to the company if they want to get ahead. When there are conflicts or sacrifices that have to be made, these organizations demand that decisions be made in favor of the company and at the expense of the family. Here family-friendly benefits either do not exist or are not emphasized for either gender. Other companies see women and men as different but equal<sup>257</sup>.

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<sup>255</sup> Zeitz, Dusky, 1988.

<sup>256</sup> Chiu, Ng, "Women-Friendly HRM and Organizational Commitment: A Study Among Women and Men of Organizations in Hong Kong", p486.

<sup>257</sup> Ravindran, p1.

In these companies it is recognized that most of the time women's responsibilities in the home are different from those of men. Family-friendly policies and programs are recognized to be of benefit in supporting women so that they can devote more of their attention to the workplace. There is recognition that women need assistance in managing the work/home demands and that family-friendly benefits and alternative work schedules are of great assistance.

#### ***4.5.4 Work & Family- Family Friedliness***

Around the world, a growing number of organizations are starting to realise that it is a disadvantage to lose women in the 30s and 40s- women who opt out of the workforce to focus attention on family issues, especially child care<sup>258</sup>. Most of these organizations offer a range of flexible and family-friendly benefits packages. A range of work arrangements such as flex-time, part-time work-at-home, compressed-work-weeks and job sharing are offered or developed. In addition family-friendly benefits such as maternity and paternity leave, childcare, eldercare and adoption aid are standard<sup>259</sup>.

The family-friendly environment is more about having both male and female employees harmonize their time and energy for work, family and leisure. It is more about work-life balance and it involves both sexes. We don't believe that our woman-friendly workplace efforts will benefit just the women in our company<sup>260</sup>.

Here we investigate work & family dynamics and other aspects of family for further information. Accordingly, we can better understand family-friendly benefits.

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<sup>258</sup> Ravindran, p1.

<sup>259</sup> Wilkof, Schneer, p66.

<sup>260</sup> Ravindran, p1.

#### *4.5.4.1 The Changing Dynamics of Work & Family*

Work and family, the dominant life roles for the most employed women and men in contemporary society, can either help or hurt each other<sup>261</sup>. Homemaking and breadwinning are the two main responsibilities of parents. Families have always had to cope with these competing needs, ever since human beings became hunter-gatherers. The difficulties in balancing these opposing demands did not emerge as an important social issue until an unprecedented number of women entered the labour force during the last decades of the 20<sup>th</sup> century.

The Harvester Judgment of 1907 reinforced the separate roles that each parent was expected to play within the family by defining the father as the main breadwinner and the mother as the homemaker. This judgement established the minimum rates that employers were legally obliged to pay a male worker so that he could support his wife and children. The rates did not apply to women because it was assumed that they could rely on their husband or father for financial support. Women's pay was therefore considerably less than that of men.

The approach was consistent with the prevailing idea that women were only fit for routine and monotonous work and for the role of homemaker. The fact that marriage restricted or prevented women's advancement in a number of careers further reinforced the notion that a woman's place was in the home.

A groundswell of discontent surfaced in the 1960s, with commentators such as Friedan and Greer highlighting the inequalities of a system that confined women to a life of homemaking. Increasing numbers of women, including mothers with children, entered the labour force and the principle of equal pay for work and equal value was established in 1972<sup>262</sup>.

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<sup>261</sup> Friedman, Greenhaus, p 4-5.

<sup>262</sup> Lixia Qu, **Work and Family Balance**, Australian Institute of Family Studies, 2008, No. 80, Ebscohost Database, (11 September 2010).

The multifaced transitions needed to facilitate the move of mothers (the traditional homemakers) into breadwinning and their delays in childbearing have certainly been protracted. Over half of mothers of young children are in employment<sup>263</sup>. As a result, mothers combining the roles of homemaking and breadwinning (and possibly caring for an elderly parent) have a greatly increased overall load<sup>264</sup>.

“Working moms want the gift of time this Mother’s Day,” Mary Delaney, president of CareerBuilder’s talent management and recruitment outsourcing division, Personified, and a mother of three, said in a statement. “Nearly one-third say that despite it being one of the toughest economies in the nation’s history, they would even consider taking a pay cut to spend more time with their kids.” That number is down from a year ago, with the economy apparently causing a shift in priorities for some. In the 2008 CareerBuilder survey, 43 percent of respondents said they would take a pay cut to spend more time with their kids.

The conflict between work and family has real consequences<sup>265</sup>. Work-family conflict refers to the experience of conflict between the work and family roles. It affects the career attainments and quality of family life of both men and women. For women, these consequences include serious constraints on career choices, limited opportunities for career advancement and success in the work role, and the need to choose between two seeming opposites: an active and satisfying career, or marriage and children<sup>266</sup>.

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<sup>263</sup> Family & Parenting Institute, Work-Life Balance, 2007, <http://www.familyandparenting.org>. (1 September 2010), p1.

<sup>264</sup> Qu, p6.

<sup>265</sup> Friedman, Greenhaus, p 4-5.

<sup>266</sup> Jacqueline K. Mitchelson, **Seeking the Perfect Balance: Perfectionism and Work-Family Conflict**, Journal of Occupational and Organizational Psychology, 2009, volume 82, p349, Ebscohost Database, (20 September 2011).

#### *4.5.4.2 Six Major Themes about Changing Work-Family Dynamics*

1- It is especially tough for working mothers. Some working mothers are feeling increased pressure to provide for their households and are therefore spending more time at work, according to a recent survey by the career site CareerBuilder. The economy is partially to blame. Thirty percent of working mothers whose companies have had lay offs in the past 12 months are working longer hours, and 14 percent have taken on second jobs in the last year to help make ends meet. Forty percent fear losing their jobs today more than they did one year ago. Thirty percent of working moms whose companies have had layoffs in the past 12 months are working longer hours, and 14 percent have taken on second jobs in the last year to help make ends meet. Forty percent fear losing their jobs today more than they did one year ago.

These are some of the findings of CareerBuilder's annual Mother's Day survey, released May 5, 2009. The survey includes data from 496 women employed full-time with children under the age of 18. Forty-three percent of respondents said they work more than 40 hours per week, while 16 percent reported bringing work home at least two days a week. One-third of respondents (34 percent) said they are burned out. And some said work was interfering with family time. Nearly one in five respondents (19 percent) said they spend two hours or less with their children each day. One in four (25 percent) said they had missed two or more significant events in their child's life in the last year.

Many working mothers choose to work alternative schedules so they can spend more time with their kids. Fifty-five percent of respondents said they take advantage of flexible work arrangements at their organizations, with the vast majority reporting that work style adjustments have not adversely affected their career progress<sup>267</sup>.

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<sup>267</sup> Society for Human Resource Management, Working Mothers Working Harder, Longer, Survey Finds, 2009, [www.shrm.org/hrdisciplines/Articles/Pages/WorkingMother](http://www.shrm.org/hrdisciplines/Articles/Pages/WorkingMother), (05 June 2011), p1.

One obstacle is that traditional values continue to shape the division of labor at home, which means it is easier for men than women to invest time and energy in both work and family. As a result, working mothers are the most vulnerable to suffering career penalties and work-family stress.

They are generally less satisfied with their personal growth and with their careers. They earn less income than women without children, a penalty they suffer in part because they work fewer hours.

It is a vicious circle: Their career satisfaction is lower, are relatively uninvolved psychologically in their careers, receive fewer opportunities for career development, and spend more time on their household activities. Motherhood turns out to be a career liability as things exist today. For men, however, fatherhood is a career asset.

By choice or by favored treatment, fathers have more authority on the job than men without children have. This greater authority is the main reason why fathers are more satisfied with their careers and why they achieve more.

Unfortunately, it is still the case that women make—indeed, feel forced to make household activities and far more time on children, and they make more adjustments to their work schedules<sup>268</sup>. Women are much more likely than men to cut down their hours or take a career break when they have children:

- In Great Britain 20 percent of mothers with children under five work full-time and 35 percent part time. For mothers whose youngest child is 5-10, 28 per cent work full time and another 43 per cent part time.

- In 2004, 22 per cent of children in the UK lived in lone-mother families and 2 per cent in lone-father families. The employment rate for the lone parents is 56.5 per cent compared to 71.4 per cent for married and cohabiting mothers<sup>269</sup>.

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<sup>268</sup> Friedman, Greenhaus, p4-5.

<sup>269</sup> Family & Parenting Institute, p1.

Conflicting demands present a challenge. In general, the more time we spend on household activities and children, the less our income, advancement up the hierarchical ladder at work and career satisfaction. People who are highly involved in their careers tend to limit their involvement in their families, just as family-oriented people often restrict their career involvement. To create options that help make allies of work and family, so that more of us can have (much of) it all, we need to change the traditional gender roles. Mainly, men must take up more of the childcare and household responsibilities. This, of course, might well benefit men by increasing their satisfaction with their family lives.

2- Work and Family can be allies. There are many ways that work and family can help each other, although they play out differently for men and women.

For instance, women build close ties and acquire useful information and support for managing family issues from their social networks at work, which are a resource that make work an ally of family. The enhancement of esteem that comes from work and career is another potential asset for life beyond work.

The support partners offer each other at home also helps make allies of work and family. Family-friendly employers provide additional assets. There is less of a career penalty on mothers in these organizations, and they are better able to enjoy the benefits that a satisfying job has on parental performance. Both men and women experience less conflict between work and family when they feel their employer supports their lives beyond work. Family-friendliness leads to feeling better in our personal life and about our job and employer. Those of us in family-friendly firms do spend less time on work and more on life outside work- but our performance is no different from that of people in unsupportive organizations, and we are more committed to our organization<sup>270</sup>.

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<sup>270</sup> Friedman, Greenhaus, p4-6.

Individuals and families need to seek out new and creative ways to make integration between work and family a reality. Employers must strive to create work environments that promote integration by respecting the whole person and allowing for flexibility. Society, too, has a stake in enhancing opportunities for work-family integration, and making allies of the two domains.

3- Time is not the major problem. The time bind is real, but a more subtle and pervasive problem is the psychological interference of work with family, of family with work. Psychological interference reduces family satisfaction and satisfaction with personal growth. Although time interference is a problem, it does not affect these feelings about personal growth. Psychological interference between work and family also diminishes the parental performance of both mothers and fathers. And while a parent might be physically present, kids rarely miss picking up on the psychological absence of a mom or dad who's with them but whose mind is elsewhere.

It is critical that we acquire the skills to manage the boundaries between these two spheres of life. That is the way to reduce psychological interference and help make allies of work and family.

4- Authority on the job is essential for work-family integration. Managing boundaries is only one step toward an alliance between work and family. Authority over work- control over when, where, how, and with whom work gets done- has a major impact on career outcomes and satisfaction with life beyond work. In the new century, big changes in careers are coming. It will be increasingly important that employers give employees autonomy. This is more than flex time and telecommuting. Employees, as individuals and as groups, are best suited to figure out and implement new and creative approaches for getting the job done in a way that fits-and supports- their lives outside of work<sup>271</sup>.

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<sup>271</sup> Friedman, Greenhaus, p4-6.

5- Women may be better for the jobs of the future. Success in the brave new world of twenty-first century careers will require the ability to handle ambiguity, manage multiple tasks simultaneously, and build networks of support at work and in the community.

Each of us needs to be adept at juggling career, family, and other commitments. Women seem to be more skilled in these areas than men. Employers should be willing to invest in women as leaders for the future, and create a work environment that values their particular skills. Men need to develop these skills as well, and organizations should find ways to aid this process.

6- Kids are the unseen stakeholders at work. Parents' work experiences and career values influence children's health and welfare in significant ways. The issue is complex, however plays out differently for men and women. Children whose mothers are highly involved in their careers, for instance, experience relatively few behavior problems. Because these mothers, with their greater self-esteem, and greater competence, are providing a positive role model.

A child's mental health is also affected positively by the self-esteem and sense of competence that comes with a father who is satisfied with his job. In contrast with mothers, however, it is less career involvement for a father that increases his psychological availability to his children, and results in kids with fewer behavior problems. Corporate responsibility to kids and parents must go beyond providing child care facilities and benefits. Work needs to be designed so parents can be available- both behaviorally and psychologically- so they can focus on their children<sup>272</sup>.

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<sup>272</sup> Friedman, Greenhaus, p5-9.

#### *4.5.4.3 The Great Divide between Men and Women*

There is a great divide between how career and family affect men and women, and how the different genders view these two life domains. It is a divide as great as the divide between the career and family themselves. Men and women have very different career and family experiences. Few of these differences are being: in fact, most put constraints not only on women but on men as well.

It is used to be that men could give their individual attention, energy and time to their careers because they had the full-time support of a stay-at-home wife who assumed almost total responsibility for keeping a home and tending children. In the world of business professional being married with children has long been a sign of personal stability and responsibility. Back in 1959, the classic book *The Organization Man* showed the manager's wife playing a vital and complementary role in promoting her husband's advancement on the job, in what was later called the 'the two-person career'. It was an era of the male breadwinner and the stay-at-home wife. There was a variation in personal lifestyles, and problems related to the link between work and the family, if they did exist, were largely ignored. If they were ever raised, the focus was exclusively on how the managers' excessive time commitments to work affected family life.

Revolutionary changes have taken place in the composition of the workforce. There has been tremendous growth of nontraditional family structures, and societal values have shifted as far as striking a balance among roles is concerned.

- Women now comprise about half of the workforce. The number of women in the workforce has grown to levels greater than at any time since careful statics have been kept.

- 63 percent of married women with children under six years old are in the workforce<sup>273</sup>.

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<sup>273</sup> Friedman, Greenhaus, p5-9.

- 40 percent of all workers are part of a dual-earner couple. There is less pressure on men to be the sole breadwinners.

- The percentage of workers with working spouses and children at home is 50 percent higher than it was just 20 years ago.

- 23 percent of employees are single parents.

- A third of all dual-earner couples work split shifts.

- A growing number of families have responsibility for the care of elders.

What has not changed is also noteworthy; despite these changes, most men have not increased their participation in the family domain to the point where it is equal to women. Nonetheless, gender roles are changing-but at different rates and in different ways for men and women. There is a new social contract emerging for men and women in business and to other sectors of our society.

These changes in how gender roles are defined in our culture are also beginning to bring changes to the meanings of career and family in the lives of men and women.

This, in turn raises far more questions than reassuring answers about central roles people play in life; husband, wife, worker, manager, friend, community member. For many in our society, the role behaviors learned through early socialization are no longer viable. Unlike the typical member of earlier generations of employees, a large segment of today's workforce-particularly women-faces new and intense pressures to find ways of getting a life while satisfying the needs of demanding careers. It is a mantra heard everywhere. When it comes to life choices about career and family, our available options are changing and increasingly diverse, with some growing and others shrinking<sup>274</sup>.

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<sup>274</sup> Friedman, Greenhaus, p9.

This makes lifestyle decisions more complicated than in the past. And the choices are made even more complex because we find ourselves in a period of transition, one that is forcing many of us to navigate our way, without the benefit of social and organizational road maps, through a thicket of emergent roles at work and at home. Clearly, individuals, organizations and society are going to have to adopt a new kind of flexibility to make it possible for men and women to contribute meaningfully in a variety of roles.

Childcare is still largely viewed as the primary responsibility of women, while men are supposed to provide for the family. This forms the backdrop for a brief exploration of women's changing role definitions and gender identity. A woman in the workplace, with ever increasing responsibility, is a phenomenon of our times. And while the progress has been slow, the number of women in the professional and managerial ranks is greater than ever- and 'in almost every dimension, the numbers are moving in the right direction'.

Unfortunately, there is plenty of evidence that involvement in family hurts the career achievements of women managers. It produces time conflicts that tend to be resolved by women reducing their level of career involvement. It produces symptoms of strain that intrude into the job domain. It reinforces stereotypes that limit opportunities for development. And it provokes husbands' feelings of competition and jealousy, to which women may respond by curtailing their career involvement-and thus their career success.

All this is quite unfortunate, because there is plenty of research in addition to ours to show that women are likely to have higher self-esteem and emotional well-being if they are employed, especially if they work by choice and in jobs that stimulate and challenge them. And it is not only the women who lose out; there is evidence to suggest that parent-child relationships depend more on the satisfaction a working mother finds in her job than the number of hours she spends with her children<sup>275</sup>.

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<sup>275</sup> Friedman, Greenhaus, p9.

Wives are much more likely to restructure work around family needs than are husbands. Mothers feel the pressure children put on marriages more strongly: in most families, mothers take primary responsibility for childcare and housework. Again it is traditional gender role. And even when childcare responsibilities are shared, mothers are more likely than fathers to worry about their children and are usually more willing to express those feelings. It makes sense that traditional gender roles go together with the traditional model of career. At its base, that traditional model has several implicit assumptions: that the professional is a male breadwinner who is employed full-time; that his spouse or partner is not employed (or if employed, is a secondary wage earner); and that she bears primary responsibilities for housework and childcare. Within this concept, career success for a man is defined narrowly- in terms of the job level he has attained, the salary he earns, how he has advanced in the hierarchy of increasing levels of responsibility, and how long that has taken. The observable, external indicators of success are what matter.

Such a model of careers, though, is simply irrelevant to the work experience of many women. Their careers have likely included periods of part-time employment and nonemployment for childbirth and childrearing.

#### ***4.5.4.4 Support from Employer***

Over the past few years, society at large has begun to look more closely at the family-friendliness of employers. A family- friendliness movement has sprung up, driven by social and cultural forces pushing for gender equity, a sense that society may be neglecting the needs of children and of our communities; and a heightened awareness of the importance of personal and spiritual development. This movement focus on the workplace stems from an increased sensitivity to the role employers play in shaping employees' personal lives<sup>276</sup>.

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<sup>276</sup> Friedman, Greenhaus, p103.

More and more, people are realizing that employer policies and practices dealing with work and life outside of work can have a substantial impact beyond the workplace. In fact, they are among the deciding factors in whether people succeed in “having it all” in living lives that are fulfilling and productive.

Typically, whether an employer is designed as family-friendly depends on some topics:

- Formal programs and policies exist that allow for flexible work options such as flex-time, flex-place, job-sharing.

- Employees are assisted in meeting their child-care needs, either through development and maintenance of on-site childcare facilities, financial support for off-site childcare options, or resources devoted to developing greater capacity in the community to provide or child-care.

- Consultation and referrals are available to employees to help them cope with personal life issues (especially childcare and eldercare, but also including physical and mental health needs).

- Employees can take time for family and medical leaves, and are paid during such leaves.

- There are employee- assistance programs, wellness and fitness programs, adoption assistance, retirement planning.

These topics largely measure company policies, which are objective factors<sup>277</sup>.

Working parents challenges are generally tied to anxiety, guilt, or a lack of flexibility. Millions of working parents are less productive at work because of concerns about what their children are doing in the after-school hours, according to a 2006 study published by Catalyst<sup>278</sup>.

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<sup>277</sup> Friedman, Greenhaus, p113.

<sup>278</sup> Society for Human Resource Management, Helping Single Parents Succeed, 2009, [www.shrm.org/hrdisciplines/Diversity/Articles/Pages/HelpingSingleParents.aspx](http://www.shrm.org/hrdisciplines/Diversity/Articles/Pages/HelpingSingleParents.aspx), (26 June 2011), p1.

When parents are distracted by family issues, productivity, morale and engagement can suffer. If they feel they are not supported by their employer or their manager, they will be much more prone to look somewhere else for an employer that really takes work/life balance seriously. More organizations do realize that having a supportive, family-friendly environment will impact the bottom line because they are able to retain their employees more easily and have employees who are more motivated and able to focus on their work<sup>279</sup>.

Some firms are keen to establish policies and practices that are supportive of the family needs of employees, while others are not. There are several explanations for why some employers are family-friendly. Foremost among these that employers see family supportiveness as a way to:

- Deal with absenteeism, turnover, productivity losses, and other workforce problems that result when the stresses employees feel from family and other personal problems spill over to the job.
- Attract and retain talented (particularly younger) employees who express their interest not only in making a contribution and maintaining high-quality job performance but want to “have a life” while doing so.
- Build commitment to an organization.

The benefits of employer family-friendliness are:

- They feel less compelled to make tradeoffs between work and family
- They are more satisfied with their personal growth and development
- They feel that perform well as parents<sup>280</sup>.

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<sup>279</sup> Helping Single Parents Succeed, p1.

<sup>280</sup> Friedman, Greenhaus, p113.

On the other hand at least in 22 states in U.S.A, including such large urban areas as Chicago, Atlanta and Boston, have passed laws that go beyond state and federal law to expressly prohibit discrimination at work against those who are caregivers at home, according to a report released December, 14, 2009, by the Center for Worklife Law at the University of California, Hastings College of the Law.

These local laws create a new protected class of those with family responsibilities by specifically including parental or familial status, or family responsibilities, along with other protected classes (such as sex, race, religion and disability) in city or county codes that prohibit employment discrimination.

While awareness of the issue of caregiver discrimination is growing, few know that a significant number of city and county laws specifically include familial status or responsibilities as a protected class in employment anti-discrimination protections<sup>281</sup>.

Family responsibilities discrimination (FRD) occurs when employees are penalized at work—fired, demoted, denied promotions or employment benefits, or harassed—because of their caregiving responsibilities at home, whether for children, an ill partner or an elderly relative.

In recent years, FRD has gained attention, most notably when the U.S. Equal Employment Opportunity (EEO) Commission issued enforcement guidance on caregiver discrimination in 2007, explaining how discrimination against caregivers can be litigated under existing federal law, and suggested best practices for employers in 2009<sup>282</sup>.

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<sup>281</sup> Friedman, Greenhaus, p113.

<sup>282</sup> Society for Human Resource Management, Cities and Counties Expressly Provide Job Protection for Caregivers, 2009, <http://www.shrm.org/LegalIssues/StateandLocalResources/Pages/CitiesCountiesCaregivers.aspx>, (26 June 2011), p1.

#### ***4.5.5 Organizational Systems of a Woman-Friendly Organization***

In the women-friendly companies, attention is given to assuring that information networks are inclusive of all groups. Diversity education is a priority for all members of these organizations. Multiple career paths are consciously developed. And, perhaps most important, managers and executives are held accountable for mentoring and promoting women to managerial and executive positions, by tying rewards and compensation to achieving goals in this area.

#### ***4.5.6 Norms and Values in a Woman-Friendly Organization***

These organizations do not assume that employees' personal lives are a detriment to the organization. Whether they have supportive family-friendly benefits or not, they value the non-work aspects of women's lives and try to make accommodations when necessary.

In general they show respect for the individual in the company and allow for diversity among women. They don't see women as all the same<sup>283</sup>.

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<sup>283</sup> Wilkof, Schneer, p66.

## **5. RESEARCH: AN APPLICATION IN BANKING INDUSTRY**

Till today, very few researches on woman-friendly organization have been done. Results of the four researches about woman-friendly organization are given. Then, an application that has been done in banking industry and its results are given.

### **5.1 Literature Survey**

Although discussions of sex discrimination at work, equal employment opportunities and women-friendly organizations have been on-going since the mid 1970s, most of the studies assume that women professional, women managers or women workers face similar issues, and therefore have similar expectations of their employment organizations. It is not uncommon to read of literature in which authors recommend Equal Employment Opportunity and Women Friendly organizational policies based on their studies of a sample of working women who have diverse personal circumstances. For instance, one of the most commonly used Women Friendly policies is on-site childcare facility for working mothers. Yet few studies have looked at single working women who have no children to see if they have the same needs and the same perception of organizational women-friendliness as working mothers. The argument that organizations, which have on-site care facilities, are also friendly to their female employees who do not have children because the provision is beneficial to them if and when they do decide to start a family is tenuous.

This belief ignores the likelihood that working women of different marital and parental statutes may have dissimilar life priorities, and henceforth, dissimilar demands of their organization's ability and willingness to cultivate a Women Friendly environment that is easy for women to work and have a career in. That is, single working women without children, who are likely to be relatively younger as well, may embrace the various categories of Women Friendly organizational policies to extents different from working mothers<sup>284</sup>.

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<sup>284</sup> Chiu, Ng, "The differential effects of work- and family- oriented women- friendly HRM and OCB: The case for single female employees in Hong Kong", p1347-1364.

Although, married employees usually have a heavier family burden than single employees, it is erroneous to assume that single working women have no family obligations. On the contrary, it is uncommon for young women to shoulder the care-taking and financial responsibilities of their parents and in some cases their grandparents<sup>285</sup>.

According to the literature survey, a woman friendly organization is a one that 'provides women the opportunity to integrate personal, work, and marital and family roles successfully'<sup>286</sup>. Studies of women's work lives have revealed that they face barriers in entering the work force, including gender stereotypes, negative attitudes toward women, work-family stress, discriminatory human resource management policies and practices, being in the minority, subject to tokenism pressures and patriarchal oppression. They have also barriers in enjoying a good quality of work life and securing training, development and promotion opportunities. Policies that aim to either eradicate sex discrimination against women at work, ensure equal employment opportunities for women and men, and improve women's work lives can generally be considered as women-friendly. Attitudes towards women managers include feelings about having more women in managerial and executive grades, whether women make as good managers as men in terms of capability, level of commitment and temperament, and feelings about being subordinates of female superiors. Negative attitudes could result in discrimination, especially during the promotion process, and thus the reasons behind them need to be reviewed. Some unfavourable attitudes originate from sex stereotypes, and result in not only vertical sex segregation but occupational segregation as well. Sex stereotypes also limit women's promotion prospects. There is also evidence that organizations' HRM (human resource management) policies, procedures and practices also favour men over women<sup>287</sup>.

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<sup>285</sup> Chiu, Ng, "The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong", p1347-1364.

<sup>286</sup> Cattaneo et al, 1994.

<sup>287</sup> Chiu, Ng, "The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong", p1347-1364.

Existing organizational training and development policies and practices also shortchange women, who often receive less training and development than men and encounter more attendance prevention. Yet it is the women who are more in need of training and development because it is generally longer since they have last held a job. Lastly, women are often disadvantaged in the HRM process of performance appraisal. For instance, the sort of behaviours regarded as effective in assessment centres may be heavily biased towards the male way of handling situations. Women's different methods of dealing with situations may end up 'either ignored or allocated relatively low scores'.

In addition to all of the above barriers, women in male-dominated professions have to wrestle with one more tokenism. Kanter (1977) contended that opportunity, power and numbers (minority or majority) shape an employee's attitudes and behaviours rather than the other way round, thus rendering some prophecies self-fulfilling and entrenching concepts of sex differences as biological when they are in fact spawned by circumstantial factors.

As a result of these much researches has been conducted investigating issues or problems women encounter in organizations. Consequently, a spectrum of recommendations has been proposed to make organizations friendlier to female employees.

Cooper & Davidson (1982) reported that women in managerial positions faced stress—from both the work and the home/social environments—that was not experienced by their male counterparts. The sources for this additional stress included having to acquire male managerial skills (e.g. being assertive, confident), multiple demands inherent in running a career and a family, being tokens, expectations of others to play either the mother earth or the seductress role, difficult work relationships with bosses, colleagues and subordinates, sexual harassment, and limited opportunities for promotion and career development<sup>288</sup>.

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<sup>288</sup> Chiu, Ng, “The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong”, p1347-1364.

In order to help women employees, the researchers proposed flexible working arrangements, day nursery facilities, career counselling and planning for women, senior management sponsorship of women, helping men to come to terms with women at work, and creation of support networks for women.

Another classic study was conducted by Marshall (1984). She set out to explore how women's work lives differed from that of their male counterparts, and found that her participants (female managers) felt that they were 'travellers in a male world'. They did not feel accepted, valued or respected, and faced 'various pressures which make it difficult for them to develop and consistently maintain a sense of their own worth and capabilities' They wanted to lead a 'balanced life', to have it all, yet felt unable to because they were 'very often very tired'. To enhance the work lives of women employees, Marshall gave six categories of suggestions. The first was to integrate women into current organization systems as equals (e.g. by providing women employees with training and development opportunities). The second involved modifying current practices to help women (e.g. flexible working hours and child care facilities). Thirdly, organizations should constantly bear women in mind when solving problems. Improving other organization members' acceptance of women formed the basis of the fourth category of suggestions. The fifth group emphasized training women's job and interpersonal skills to enable them to participate in employment in similar ways to men. The last set of recommendations suggested that organizations should render advice to women on how to participate and make choices in a man's world.

More recently, Collinson et al. (1990) examined why sex segregation prevailed in the insurance industry despite the fact that it was predominantly mental rather than manual work. Although all three studies are quite comprehensive in their recommendations of women-friendly organizational policies and practices, each has some that others do not<sup>289</sup>.

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<sup>289</sup> Chiu, Ng, "Women-Friendly HRM and Organizational Commitment: A Study Among Women and Men of Organizations in Hong Kong", p486.

One of the most comprehensive lists can be found in *The Best Companies for Women*, which judges an organization's degree of women-friendliness according to a long list of criteria including recruitment and hiring procedures; programmes that aim at promoting women; ways of handling sex discrimination and sexual harassment; training programmes on sexual harassment; attempts to rectify inequality of pay; flexitime policies; maternity and paternity leaves; adoption benefits; sick leave benefits for family illness; leave-without-pay-but-position assured policy; child-care facilities or subsidies; free child-care referral services; cafeteria-style approach to benefits; allowance for part-time work; policies on dual-career couples; and the percentage of female employees and the number of women in management<sup>290</sup>. But even that handbook misses out one important element of women-friendly HRM: training and development for women.

Mckeen and Burke (1994) have made a research on woman-friendliness about what organizational initiatives women perceive as important in helping them develop satisfying and productive careers with their organization. They searched if women agree on important initiatives, levels of work satisfaction and emotional wellbeing related to these rankings and what some of the individual and situational correlates of the rankings of particular initiatives. The results were considerable diverse. This diversity seemed to depend on two sets of variables. The first consisted of a series of individual demographic variables. Managerial women with family responsibilities (married, children present, more children present, more hours spent on second shift work, previous breaks in employment, longer breaks in previous employment) wanted organizational initiatives characterized by greater work flexibility and greater support. Other women (single, childless, fewer breaks, not on the mommy track) were interested in developmental opportunities characterized by greater challenge (visibility, skill development) and training. These two types of women clearly resemble groups which Schwartz (1989) has termed career family and career-primary respectively<sup>291</sup>.

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<sup>290</sup> Zeitz, Dusky, 1988.

<sup>291</sup> Mckeen, Burke, 1994.

It also appears that these two groups of women have clear preferences about organizational initiatives or services they are interested in, at least at this point in their lives. One unexpected finding was that younger women were more interested in family-friendly policies and time off work than older women. The second set of variables consisted of work outcomes and feeling states (satisfaction and emotional wellbeing). These factors suggested that women interested in fewer demands, more time off work and less career development were currently dissatisfied, exhausted and displaying psychosomatic symptomatology. Interestingly, negative work outcomes and feelings (low job and career satisfaction, intention to quit) were related to levels of importance of career development initiatives. Women with more negative work feelings were more interested in such initiatives. These findings support the thought that the working women are not homogeneous<sup>292</sup>.

Chiu and Ng (1997) have surveyed to gauge the organizations in Hong Kong how women-friendly they were and their human resource managers viewed the effect of women-friendly HRM policies and practices on employees' quality of work life. It was found that only half of the policies of women-friendliness were practised less than 10 percent of the organizations. The study found that firms that with American and European origins were more-women friendly than Hong Kong. According to Chiu and Ng working women are homogeneous in their wants and needs of organizational support<sup>293</sup>.

Chiu and Ng's (1999) the following study's indicates too that women-friendly policies are not prevalent in organizations in Hong Kong. To ascertain if organizations that are more women-friendly have more committed employees, working men and women in the territory were surveyed. Controlling for 'national origin of organization', the research results indicate that family- and work related factors impact on both women's and men's organizational commitment<sup>294</sup>.

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<sup>292</sup> Mckeen, Burke, 1994.

<sup>293</sup> Ng, Chiu, "Women-friendly HRM good for QWL? The case of Hong Kong based companies", p644-659.

<sup>294</sup> Chiu, Ng, "Women-Friendly HRM and Organizational Commitment: A Study Among Women and Men of Organizations in Hong Kong", p486.

But women-friendly policies have a positive impact only on women—and only on their affective commitment, not on continuance commitment. The finding indicates that employees who are more likely to benefit directly from progressive policies that symbolize concern for them would become psychologically more attached to their organizations than those who perceive little value in the policies for their work lives<sup>295</sup>.

Chiu and Ng (2001) divided the woman-friendliness criteria list into two groups namely work-oriented and family-oriented in order to investigate if the two types of organizational support are equally important to single working women who do not have children. The effects of work- and family-oriented women-friendly policies on their job attitudes and organizational behaviours were examined. It was found that work oriented policies had a positive impact on single female employees' level of affective commitment and altruistic behaviours. In contrast, family-oriented policies were positively related to continuance commitment. Neither of the two sets of policies had any effect on compliant behaviours. The results highlight the importance of a careful examination of the demography of the workforce in trying to devise effective women-friendly organizational strategies and HR policies<sup>296</sup>.

In the light of related literature that is explained above; the main hypothesis of this study constructed: “There is a significant relationship between demographic variables and women’s perceptions about their companies on work-oriented and family-oriented woman-friendly HRM.”

## **5.2 The Aim and the Importance of the Study**

The main aim of this study is to find out if there is a meaningful relationship between demographics of the working women employees and their perceptions of work and family- oriented woman friendly organizational dimensions about their organizations. Because very few researches have examined how female employees of different marital and parental statuses might perceive women-friendly HRM differently.

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<sup>295</sup> Chiu, Ng, “**Women-Friendly HRM and Organizational Commitment: A Study Among Women and Men of Organizations in Hong Kong**”, p486.

<sup>296</sup> Chiu, Ng, “**The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong**”, p1347-1364.

Usually, the researches on women about advancing them, assumes all the women are the same in their needs and needs of organizational support.

The importance of this study is being the first research on woman-friendliness of organizations in Turkey and being source for further researches. As the feminization of the workforce increases, there will be need for further researches about how to advance and support women and what perceptions they have about organizational woman-friendliness.

The Woman-Friendly Organization is a quantitative research. In order to get data, questionnaire method was used. And the SPSS software 18.0 computer-based program was used to interpret the statistical analysis.

### **5.3 Data Collection and Demographic Distribution of the Sample**

In concordance with the aim of the study, the participants were women, only. 400 questionnaires were sent via e-mail to the women working in 9 different banks (private sector) from 80 different branches. Over a span of two weeks, questionnaires were distributed to them. A total number of 260 of the surveys returned back in valid. The respondents' participation was voluntary and they were selected randomly.

Demographic profile of participants was determined by frequency analysis; The mean of the age of the sample is 28,8 ; that is most of the participants were in young ages. And parallel to this finding; most of them are single (60,4%) and childless (72,4%). According to analysis results; 21% of the participants has one child and 6,6% of them has two children. Moreover participants were analyzed in terms of their elderly dependants; as a result most of them has no elderly dependants (85,6). In line with their ages, 68,8% of the respondents are not in the managerial level; for the rest, 19,6% of them is first-line manager and 9,6% of them are second-line manager. In addition to these descriptive definitions, we asked the tenure with the organization and with the 41,7% score participants are mostly between 3 to 5 years; for the other participants 15,8% is in this company below than one year; 7,7% of them is working about 11-20 years. And rest of them with %17,7 scores working about 1-2 years and 6-10 years interval. According to the tenure with the organization of the sample, it can be said that

they work long enough for to get to know the organizations and be aware of the woman-friendly HRM policies if they are really practiced. Beside these educational level was asked to participants and results shows that our sample contains employees from various educational level; secondary school (0,4 %), high school (1,5 %), associate degree (16,9), university (65.8) and lastly master / doctorate (15,4%) so it can be said that most of the respondents have bachelor degrees.

**Table 5**

**Demographic Structure of the Participants by Frequency Analysis**

<b>Number of Children</b>	<b>Frequency</b>	<b>Percent</b>
0	186	72,4%
1	54	21,0%
2	17	6,6%
Missing	3	-
Total	260	100%
<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Married	103	39,6%
Single	157	60,4%
Total	260	100%
<b>Elderly Dependants</b>	<b>Frequency</b>	<b>Percent</b>
0	220	85,6%
1	21	8,2%
2	13	5,1%
3 and more	3	1,2%
Missing	3	-
Total	260	100%

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Secondary School	1	0,4%
High School	4	1,5%
Associate Degree	44	16,9%
University	171	65,8%
Master and Doctorate	40	15,4%
Total	260	100%
<b>Tenure</b>	<b>Frequency</b>	<b>Percent</b>
Below 1 year	41	15,8%
1-2 years	45	17,4%
3-5 years	108	41,7%
6-10 years	45	17,4%
11-20 years	20	7,7%
Missing	1	-
Total	260	100%
<b>Managerial Level</b>	<b>Frequency</b>	<b>Percent</b>
Non-managerial	179	68,8%
First-line management	51	19,6%
Middle- management	25	9,6%
Upper management	5	1,9%
Total	260	100%

## 5.4 Instruments

The survey was prepared markable allowing participants answer the questionnaire as a softcopy. First part of the questionnaire consisted of questions about individual characteristic factors. The questions were: Age, marital status (married or single), number of children, number of elderly dependants, tenure with the organization, education and managerial level. Possible values for ‘number of children and elderly dependants’ were 0 (none), 1 (one child or dependant), 2 (two children or dependant), 3 and more (three of more children or elderly dependant). Tenure was measured by the number of years an individual had been working for her current employer.

The second part of the questionnaire consisted of “Women-Friendliness Indices”. It was adopted from Catherine W. Ng and Warren C.K.’s “The Differential Effects of work and family oriented women-friendly HRM on OC and OCB: the case for single female employees in Hong Kong” study. The questionnaire’s language was English and was not used in Turkish literature before. In order to translate the questionnaire into Turkish and ensure the reliability and validity of the questionnaire in Turkish, 7 people (advance in English) translated it into Turkish. Then, another 7 people translated the questionnaire which was translated to Turkish into English again. Finally, the common perception about the statements were chosen in order to construct the Turkish version of the questionnaire.

This part of the questionnaire consisted of twenty WF policies that covered areas such as EO practices on recruitment, training, career development, promotion, remuneration and benefits. Nine of the twenty items are family-oriented policies that aim to ameliorate stress caused by work-family conflicts, while eleven items are work-oriented policies that aim to, first, enhance career opportunities for women employees, and second, to eradicate sex discrimination from the workplace. The respondents were requested to go through the policies and indicate which were the ones their organizations practicing. The inputs to these twenty policies formed two composite indices: one measuring how women-friendly the organization was with respect to FO WFDs, and the other, with respect to WO WFD’s. WO WFD’s are divided into 4 main categorizes which are “Formalize HRM”, “Anti- sex Discrimination Policies”,

“Training and Development Opportunities” and “Positive Equal Opportunities Measures.” On the other hand FO WFD’s are divided into 3 main groups which are “Maternity and Paternity Benefits”, Family-Friendliness” and “Flexitime Work Arrangements”. The indices were ratios between ‘0’ and ‘1’. The higher the index, the more women-friendly the organization was judged to be<sup>297</sup>.

### 5.5 Limitations, Assumptions and Hypothesis

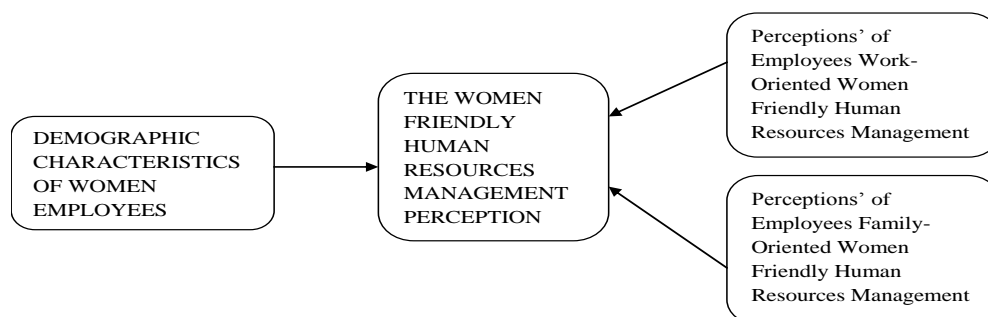
“The Woman Friendly Organization” thesis study was limited by the reached sources. The results were limited by the answers and perceptions of the respondents in May 2011.

The sample was limited by 261 women who work for 9 different private banks operating in Turkey, in 80 different branches. The reason for choosing banking industry is that its organizational structure is corporate. So that it was assumed that banking industry may have embraced woman-friendly policies and practices.

Assumptions were;

- The instruments for assessing were valid and reliable,
- Sample representing the population and the participants’ expressions valid, reliable and sufficient.

**Figure 1: Conceptual Model**



<sup>297</sup> Chiu, Ng., p1352.

**Main Hypothesis:**

H1: There is a significant relationship between demographic variables and respondents' perception about their companies on Woman-Friendly (WF) HRM.

**Sub- Hypothesis:**

H1a: There is a significant relationship between age and the respondents' perception of WO WF HRM about their organizations.

H1b: There is a significant relationship between age and the respondents' perception of FO WF HRM about their organizations.

H1c: There is a significant relationship between marital status and the respondents' perception of WO WF HRM about their organizations.

H1d: There is a significant relationship between marital status and respondents' perception of FO WF HRM about their organizations.

H1e: There is a significant relationship between number of children and the respondents' perception of WO WF HRM about their organizations.

H1f: There is a significant relationship between number of children and respondents' perception of FO WF HRM about their organizations.

H1g: There is a significant relationship between number of elderly dependants and the respondents' perception of WO WF HRM about their organizations.

H1h: There is a significant relationship between number of elderly dependants and the respondents' perception of FO WF HRM about their organizations.

H1i: There is a significant relationship between education level and the respondents' perception of WO WF HRM about their organizations.

H1j: There is a significant relationship between education level and the respondents' perception of FO WF HRM about their organizations.

H1k: There is a significant relationship between managerial level and respondents' perception of WO WF HRM about their organization.

H1l: There is a significant relationship between managerial level and the respondents' perception of FO WF HRM about their organization.

H1m: There is a significant relationship between tenure with the organization and respondents' perception of WO WF HRM about their organization.

H1n: There is a significant relationship between tenure with the organization and the respondents' perception of FO WF HRM about their organization.

## **5.6 Data Analysis**

The internal consistency of the scales was determined by reliability analysis. The items' and demographics' direction was depicted by Frequency Analysis. The main and sub hypothesis were examined by one-way anova in order to point out the relationship between demographic and independent variables. The directions of the relations between demographic and independent variables were identified by Scheffe Test.

## **5.7 Findings**

### **5.7.1 Descriptive Statics**

#### **5.7.1.1 Frequency Analysis of Woman-Friendliness Indices**

In the table below, the frequencies of the answers to the questionnaire items are given. The percents show the answers which the respondents perceives and indicates as 1, "My organization practices this policy". So, interpreting this percents as the answers to the questions, we may see women's perceptions and statements in the banking industry about women-friendliness of their organizations as a general view.

Generally speaking, it may be said that in the examined dimensions according to the respondents' perceptions, the banking sector in Turkey is not woman-friendly, nor family friendly.

**Table 6****Frequency Analysis of Woman-Friendliness Indices**

<b>Items of the questionnaire</b>		<b>Frequency</b>	<b>Percent</b>
WO1- Job descriptions and specifications for various positions are written in details and readily available.	No (0)	49	19,0%
	Yes (1)	209	81,0%
	Missing	2	-
	Total	260	100,0%
WO2- The organization facilitates mentor relationship, both formal and informal, at the workplace.	No (0)	72	27,9%
	Yes (1)	186	72,1%
	Missing	2	
	Total	260	100,0%
WO3- The organization has special committees for handling sex discrimination and sexual harassment grievances.	No (0)	231	89,5%
	Yes (1)	27	10,5%
	Missing	2	
	Total	260	100,0%
WO4- The organization gives training programmes to employees on issues of sex discrimination and sexual harassment.	No (0)	242	96,4%
	Yes (1)	9	3,6%
	Missing	9	
	Total	260	100,0%

<b>Items of the questionnaire</b>		<b>Frequency</b>	<b>Percent</b>
WO5- The organization has policies rectifying inequity of pay between the two sexes.	No (0)	195	75,9%
	Yes (1)	62	24,1%
	Missing	3	-
	Total	260	100,0%
WO6- Women-only training programmes are provided to enhance female employees' job skills, interpersonal skills, etc.	No (0)	207	80,2%
	Yes (1)	51	19,8%
	Missing	2	-
	Total	260	100,0%
WO7- The organization counsels women employees on career development.	No (0)	200	77,5%
	Yes (1)	58	22,5%
	Missing	2	-
	Total	260	100,0%
WO8- The organization offers development contract, e.g. study leave, to women employees.	No (0)	132	51,6%
	Yes (1)	124	48,4%
	Missing	4	-
	Total	260	100,0%

Items of the questionnaire		Frequency	Percent
WO9- Women are promoted over men in cases where candidates possess same qualifications.	No (0)	246	95,0%
	Yes (1)	13	5,0%
	Missing	1	-
	Total	260	100,0%
WO10- There is a quota system to ensure a minimum proportion of women in middle and upper managerial grades.	No (0)	218	85,2%
	Yes (1)	38	14,8
	Missing	4	-
	Total	260	100,0
WO11- Equal opportunity audits are conducted to ensure quota system is implemented.	No (0)	213	84,2%
	Yes (1)	40	15,8%
	Missing	7	-
	Total	260	100,0%
FO1- The organization has enhanced maternity benefits that more than meet the requirements of labour laws.	No (0)	190	74,5%
	Yes (1)	65	25,5%
	Missing	5	-
	Total	260	100,0%

<b>Items of the questionnaire</b>		<b>Frequency</b>	<b>Percent</b>
FO2- The organization has paternity benefits, e.g. male employees are permitted to take reduced-pay leave to spend time with family.	No (0)	227	88,7%
	Yes (1)	29	11,3%
	Missing	4	-
	Total	260	100,0%
FO3- The organization renders advice to women employees on how to combine family and work.	No (0)	219	85,2%
	Yes (1)	38	14,8%
	Missing	3	-
	Total	260	100,0
FO4- Childcare is provided on-site for working mothers, or the organization gives childcare subsidies.	No (0)	230	89,8%
	Yes (1)	26	10,2%
	Missing	4	-
	Total	260	100,0%
FO5- The organization practices cafeteria benefit plan, i.e. employees can pick and choose from available options to develop their own benefit plan.	No (0)	202	79,5%
	Yes (1)	52	20,5%
	Missing	6	
	Total	254	100,0

<b>Items of the questionnaire</b>		<b>Frequency</b>	<b>Percent</b>
FO6- Formal job sharing (i.e. two or more employees sharing one job) is permitted.	No (0)	95	37,1%
	Yes (1)	161	62,9%
	Missing	4	
	Total	260	100,0%
FO7- Flexible working hours are allowed for women employees who desire such arrangements; e.g. staggered working hours, etc.	No (0)	214	82,6%
	Yes (1)	45	17,3%
	Missing	1	
	Total	260	100,0%
FO8- Leave without pay but position assured is an available option for women employees who would like to resume work after an extended leave of absence taken due to family obligations.	No (0)	155	60,5%
	Yes (1)	101	39,5%
	Missing	4	
	Total	260	100,0%
FO9- Voluntary reduced time is permitted for women employees who desire such an arrangement, e.g. working only three days a week.	No (0)	245	95,0%
	Yes (1)	13	5,0%
	Missing	2	
	Total	260	100,0%

**Work-Oriented Woman-Friendly HRM:** As seen in the table above, most of the respondents indicated that their organizations practices “Formalize HRM” (WO1 & WO2) dimension of the women-friendliness indices. The cause of that perception may be that the banking sector has corporate and hierarchical structures so that everyone has to know the specific requirements of their jobs in written. Moreover, the relationships like mentorship may be preferred to be organized or defined by the assignment of the managers, formally. We may say that as we have foreseen, particularly, in banking sector it would be uncommon if the respondents indicated that there was no job descriptions or defined mentor relationships.

When we look at the results of the “Anti-sex Discrimination Policies” dimension (WO3, WO4, WO5), again as we have foreseen, respondents indicated that their organization has no special committees for handling sex discrimination or sexual harassment grievances, or no training programs for them on issues of sex discrimination and sexual harassment. And it is not surprising that their perception of their organization about rectifying inequity of pay between the two sexes. Conversely to all the changes and developments in Turkey, issues like sex discrimination or sexual harassment may still be underestimated. Moreover, in the banking sector in Turkey, the differences between men and women about inequalities may not have been perceived yet. They may be treated all the same. If there is an inequity between the sexes, especially about the pay, it may be perceived not as a problem. Or it is possible that the respondents do not feel comfortable enough to mention this issue because of fearing of losing their jobs. The organizations in banking industry should be yielding on that subjects more.

According to the results of the “Training & Development Opportunities” dimension (WO6, WO7, WO8, WO9), it is possible to say that the respondents mostly do not perceive that their organization counsels them on career development, provide them women-only training programmes to enhance job or interpersonal skills or promote women over men in cases where the candidates possess same qualifications. The explanation to the respondents’ that perception may be the organizations in banking sector did not realized the importance of counseling women employees and the

difficulties they face in the workplace. Moreover, there may be a bias like “men’s work” in the banking sector. So women are not promoted where the candidates possess same qualifications. But surprisingly, 48,4% of the respondents think that their organization offers development contracts, e.g. study leave. If the organization cherish development, it would support the employees’ self-development efforts.

Positive Equal Opportunities Measures (WO10, WO11) dimension scores shows that the banking sector in Turkey is not perceived as heeding equality for both gender. The score is naturally parallel with the anti-sex discrimination dimension; and least scores are obtained for these dimensions. Work life in Turkey is still based on men because women in Turkey are recently being in business world with real means of the word. so they may not stress on such rights they have.

**Family-Oriented Woman-Friendly HRM:** When we examine the “Maternity and Paternity Benefits” (FO1, FO2) of Family Oriented Dimensions, most of the respondents does not think that their organization has enhanced maternity benefits that more than meet the requirements of labour laws or has paternity benefits like permitting male employees to take reduced-pay leave to spend with family. It is not surprising that the respondents perception is like that. Because it is uncommon for organizations in Turkey to extend the benefits about maternity or paternity more than meet the requirements of labour laws. It may be due to the demands of the employees. Employees may not think they have the right to demand that opportunities.

According to the results of the “Family-Friendliness” dimension (FO3, FO4, FO5), it may be said that the banking sector in Turkey is not family- friendly. According to the women’s perception, the organizations in banking sector do not render advice to women employees on how to combine family and work and child care is not provided on-site for working mothers, or the organization gives childcare subsidies. The reason to that perception may be that organizations in banking sector in Turkey have not realized the anxiety of working mothers thinking about their children’s care and its effect on job performance. Moreover, the respondents think that their organization does not practice cafeteria benefit plan so that employees can pick and choose from available options to develop their own benefit plan. It is surprising that the organizations in the

banking sector have not still realized that standart benefits packages does not work for all the employees because all the family structures, desires, needs and perceptions of the employees are variable. Some tailor-made benefit plans should be practiced.

Lastly, “Flexitime Work Arrangements” dimension (FO6, FO7, FO8, FO9) is examined. Most of the respondents feel that their organization permits formal job sharing. It may be connected to the women’s perception about the definition of the job sharing. At the workplace, we work in groups and do some kinds of jobs in collaboration. But job sharing is something different and has a definition like: “Two or more employees sharing one job”. The respondents may have perceived this question like group working. Most of the respondents do not think that flexible working hours are allowed for women employees, leave without pay but position assured is an option for women employees or voluntary reduced time for women employees is permitted. It can be said that the finance industry is a hardworking one. So it brings the long-working hours as a requirement. Moreover, there is not an obligation for companies permitting flexitime or part-time options according to the Turkish labour law. So that the organizations in banking industry in Turkey may not embrace and support flexitime options. Particularly, in managerial levels it may be unacceptable.

#### **5.7.1.2 Mean Results for Age and Groups**

Initially, the groups are defined below.

Work-Oriented Woman-Friendly HRM

Group 1: Formalize HRM (WO1, WO2)

Group 2: Anti-sex Discrimination Policies (WO3, WO4, WO5)

Group 3: Training and Development Opportunities (WO6, WO7, WO8, WO9)

Group 4: Positive Equal Opportunites Measures (WO10, WO11)

Family-Oriented Woman-Friendly HRM

Group 5: Maternity and Paternity Benefits (FO1, FO2)

Group 6: Family- Friendliness (FO3, FO4, FO5)

Group 7: Flexitime work arrangements (FO6, FO7, FO8, FO9)

The mean results for age and groups are submitted in the table below.

**Table 7**

**Mean Results for Age and Groups**

		Age	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7
N	Valid	180	258	249	254	252	253	250	254
	Missing	80	2	11	6	8	7	10	6
Mean		28,58	0,7655	0,1299	0,2392	0,1508	0,1808	0,152	0,3091

Interpreting the mean results, it may be said that the respondents are young according to their mean result (28,58).

The answers to the statements were 1 or 0 namely “Yes” or “No”. So it can be said that the respondents perceive the statement is practiced in their organizations if the mean result is 0,5 and above.

According to that explanation, the respondents perceive only Group 1 namely Formalize HRM is practiced in their organizations. That result can be conjoined to the banking industry’s corporate structure. The job descriptions and specifications are written in details and readily available so that everyone working in a bank knows the specific limitations, responsibilities and duties of their jobs. That definitions and specifications helps the managing of the huge structure become easier.

All the other groups namely Anti-sex discrimination policies, Training and Development Opportunities, Positive Equal Opportunities Measures, Maternity & Paternity Benefits, Family-Friendliness and Flexitime Work arrangements are perceived not to be practiced in the banking industry according to the respondents perception. They do not think that their organizations support them against sex discrimination, provide them women-only training programmes or counsel them. They do not feel their

organizations renders advice about how to combine family and work. All these negative perceptions may be due to the misunderstanding of their rights. Maybe in Turkey, particularly in banking industry, the women do not have a perception about the rights they should have for performing better while combining the work and life.

### 5.7.1.3 Reliability Coefficients of the Woman-Friendliness Indices Questionnaire

**Table 8**

**Reliability Coefficients of the Woman-Friendliness Indices Questionnaire**

<b>Dimensions</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Work-Oriented (WO)	,654	11
Family Oriented (FO)	,634	9

The reliability coefficients of the WO and FO dimensions are 0,654 and 0,634. The cronbach's alpha value is expected to be in a minimum value of 0,70. However according to some researchers such as Gliner & Morgan<sup>298</sup> and Eysenck et al.<sup>299</sup>, it is acceptable to be above 0,60 in social sciences. Regarding the reliability scores, only reliable dimensions are considered and submitted. Positive Equal Opportunities Measures is one of the sub-groups of WO WF HRM. That group's reliability coefficient value is ,878 (cronbach's alpha>,070). Other groups reliability value is lower than expected. So, these groups results are not submitted. These results are not surprising because the woman-friendliness indices for both work and family-oriented dimensions are a very new concept for Turkey. Nevertheless, the woman-friendliness indices may be unfamiliar to the respondents in banking industry in Turkey.

<sup>298</sup> Jeffrey A. Gliner, George A. Morgan, **Research Methods in Applied Settings: An Integrated Approach to Design and Analysis**, 1st Edition, USA: Lawrence Erlbaum Associates, 2000, p313.

<sup>299</sup> H. J. Eysenck, S. B. G. Eysenck, P.T. Barret, K.V. Petdires, **The Eysenck Personality Questionnaire**, Personality and Individual Differences, vol25, Issue 5, 1998, p805-819, Sciencedirect Database, (19 June 2011).

Some of the alpha reliability coefficients of the groups are found below the expected value. This can be due to the hesitation to the answering of the questions. The respondents may not prefer to indicate the truths about the practices of woman-friendliness or the woman-friendly practices may be not understood due to the lack of perception what a woman-friendly organization is.

### **5.8 One-Way Anova Analysis for Demographic Variables and Groups of Woman-Friendliness Indices**

One-way anova analysis was conducted to identify if there is any significant difference with regard to age, number of elderly dependants, number of children, tenure with the organization, educational and managerial level for woman-friendliness indices.

Post hoc Tests for Multiple Comparison of groups with Scheffe revealed some significant differences between groups in perceiving WO and FO dimensions of the WF HRM. Regarding the realibility coefficiencies, only reliable dimensions are considered and submitted.

#### **5.8.1 One-Way Anova for Tenure with the Organization and Family-Oriented Woman-Friendly HRM**

**Table 9**

#### **One-Way Anova for Tenure with the Organization and Family-Oriented (FO) WF HRM**

##### **ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,526	3	,175	4,877	,003
Within Groups	8,490	236	,036		
Total	9,016	239			

As seen from significance values in the table,  $F= 4,877$ ,  $p= ,003 (< .05)$ , that there is a significant difference between tenure with the organization and the respondents' perception of FO WF HRM. It can be said that tenure with the organization is significantly effective on FO WF HRM.

**Table 10**

**Post Hoc Test for Tenure with the Organization and Family-Oriented Woman-Friendly HRM**

**Multiple Comparisons**

Scheffe

(I) Tenure	(J) Tenure	Mean Diff.	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	,00485	,04308	1,000	-,1164	,1261
	3	,07854	,03672	,209	-,0249	,1819
	4	,12372*	,04011	,025	,0108	,2367
2	1	-,00485	,04308	1,000	-,1261	,1164
	3	,07369	,03472	,215	-,0241	,1715
	4	,11887*	,03829	,024	,0110	,2267
3	1	-,07854	,03672	,209	-,1819	,0249
	2	-,07369	,03472	,215	-,1715	,0241
	4	,04518	,03097	,547	-,0420	,1324
4	1	<b>-,12372*</b>	<b>,04011</b>	<b>,025</b>	-,2367	-,0108
	2	<b>-,11887*</b>	<b>,03829</b>	<b>,024</b>	-,2267	-,0110
	3	<b>-,04518</b>	<b>,03097</b>	<b>,547</b>	-,1324	,0420

\*. The mean difference is significant at the 0.05 level.

Tenure with the organization was defined in four dimensions in the analysis. Rank 1 refers to less than a year, rank 2 between 1-2 years and rank 3 represented who work 3- 5 years. Tenure rank 4 represents the respondents that have worked for the current organization for between 6-10 years. Tenure rank 4, compared to other tenure ranks, was significantly effective on FO WF HRM. That means the respondents who

work for the organization between 6 to 10 years perception of the FO WF HRM is significantly different than those who work for less than 1 year, 1 to 2 years or 3 to 5 years. According to Sheffe mean difference scores; participants the more worked in the company, the less agree on the company's being family-oriented. (According to Scheffe Test Tenure rank 4 due to 1: mean dif. -,12372, due to 2: mean dif. -,11887 significant at the 0.05 level).

As a result, hypothesis H1m is refused and hypothesis H1n is accepted.

H1m: There is a significant relationship between tenure with the organization and respondents' perception of WO WF HRM about their organization.

H1n: There is a significant relationship between tenure with the organization and the respondents' perception of FO WF HRM about their organization.

### 5.8.2 One-Way Anowa for Managerial Level and Work-Oriented Woman-Friendly HRM

**Table 11**

#### **One-Way Anowa for Managerial Level and Work-Oriented Woman-Friendly HRM**

#### **ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,316	3	,105	3,408	,018
Within Groups	7,259	235	,031		
Total	7,575	238			

As seen from significance values in the table,  $F= 3,408$ ,  $p= ,018$  ( $< .05$ ), that there is a significant difference between managerial level and the respondents'

perception of WO WF HRM. It can be said that managerial level is significantly effective on the perception of WO WF HRM.

**Table 12**

**Post hoc test for Managerial Level and Work-Oriented Woman-Friendly HRM**

**Multiple Comparisons**

Scheffe

(I) Managerial Level	(J) Managerial Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0	1	,02206	,02906	,902	-,0598	,1039
	2	,01433	,03989	,988	-,0980	,1267
	3	-,24022*	,07978	,030	-,4649	-,0156
1	0	-,02206	,02906	,902	-,1039	,0598
	2	-,00774	,04540	,999	-,1356	,1201
	3	-,26228*	,08268	,020	-,4951	-,0295
2	0	-,01433	,03989	,988	-,1267	,0980
	1	,00774	,04540	,999	-,1201	,1356
	3	-,25455*	,08708	,038	-,4997	-,0094
3	0	<b>,24022*</b>	<b>,07978</b>	<b>,030</b>	,0156	,4649
	1	<b>,26228*</b>	<b>,08268</b>	<b>,020</b>	,0295	,4951
	2	<b>,25455*</b>	<b>,08708</b>	<b>,038</b>	,0094	,4997

\*. The mean difference is significant at the 0.05 level.

Managerial level was defined in four dimensions in the analysis. The non-managerial level is defined as “0”. Rank 1 refers to “first-line management”, rank 2 middle management and rank 3 represents upper management level. Managerial level rank 3, compared to other managerial ranks, was significantly effective on WO WF HRM.

That means the respondents who are in the upper management level perceive WO WF HRM positively different than those who are in the non-managerial, first-line or middle management levels. (According to Scheffe Test Managerial Level rank 3 due to 0: mean dif. ,24022, due to 1: mean dif. ,26228, due to 2: ,25455 significant at the 0.05 level). As a result, our hypothesis, H11 is refused and H1k is accepted.

H1k: There is a significant relationship between managerial level and respondents' perception of WO WF HRM about their organization.

H1l: There is a significant relationship between managerial level and the respondents' perception of FO WF HRM about their organization.

Finally, there was no significant difference between other demographic variables such as age, marital status and educational level, and WO & FO WF HRM. It was expected to find a significant relationship between age, marital status, number of children and the perception of WO & FO WF HRM. It was surprising that the respondents do not vary in the perceptions of WO & FO WF HRM in terms of age, marital status and the number of children they have. According to these results, all other hypothesis between demographic variables and the perception of Woman-Friendly HRM are refused.

### 5.8.3 One-Way Anowa for Demographic Variables and Groups

Table 13

#### One-Way Anowa for Managerial Level and Positive Equal Opportunities Measures

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Positive Equal Opportunities	Between Groups	1,385	3	,462	4,181	,007
	Within Groups	27,385	248	,110		
	Total	28,770	251			

Positive Equal Opportunities Measures is one of the sub-groups of WO WF HRM. That group's reliability coefficient value is ,878 (cronbach's alpha>,070). Other groups reliability value is lower than expected. So, these groups results are not submitted.

As seen from significance values in the table,  $F= 4.181$ ,  $p= ,007 (< .05)$ , that there is a significant difference between managerial level and the respondents' perception of Positive Equal Opportunities Measures. It can be said that managerial level is significantly effective on the perception of Positive Equal Opportunities Measures. Participants from high managerial level are positively different from lower levels managers and non-manager participants about Positive Equal Opportunities perception. (According to Scheffe Test Managerial Level rank 3 due to 0: mean dif. ,43526, due to 1: mean dif. ,53000, due to 2: ,47500 significant at the 0.05 level).

**Table 14**

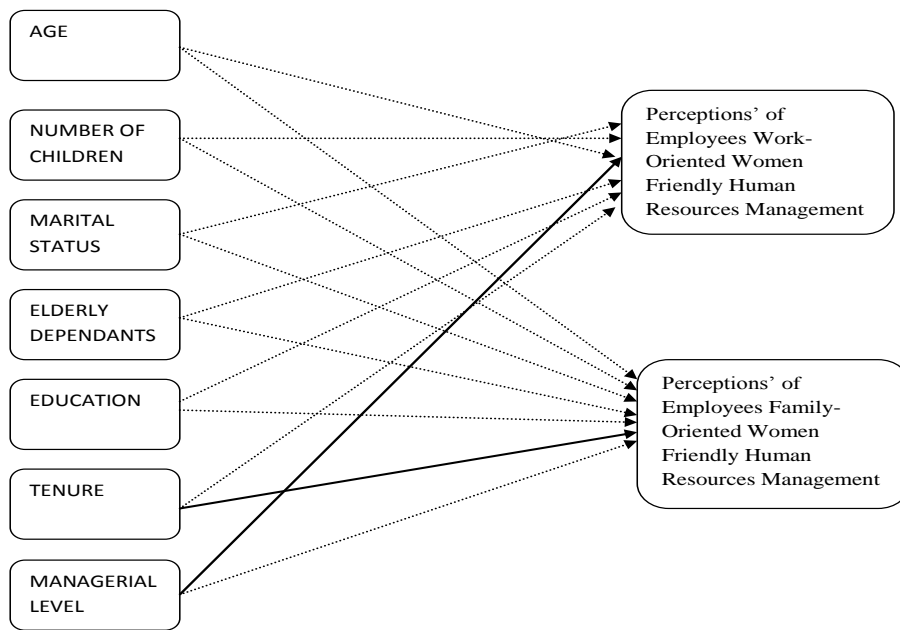
**One Way Anowa for Elderly Dependants and Positive Equal Opportunities Measures**

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Positive Equal Opportunities	Between Groups	,924	3	,308	2,734	,044
	Within Groups	27,701	246	,113		
	Total	28,625	249			

As seen from significance values in the table,  $F= 2,734$ ,  $p= ,044 (< .05)$ , that there is a significant difference between number of elderly dependants and the respondents' perception of Positive Equal Opportunities Measures. It can be said that number of elderly dependants is significantly effective on the perception of Positive Equal Opportunities Measures.

**Figure 2: Final Model**



## 6. CONCLUSION

As we argued from the beginning of the study, the whole world is undergoing a deep change. And the workplace, organizations and all the dependants is changing in order to respond to that change. And it will go on. The workforce is more diverse today and the workforce participation of women has increased approximately 50%.

The increasing participation of women in the workforce brings along the issues special to the women. More women in the workforce, unfortunately, does not mean that their all needs and desires fulfilled. The organizations have to respond to the needs and desires of the women in the workplace in order to decrease the turn-over, solve the issue of skill-shortages and gain competitive advantage. In this age, the talent and human resource is the most important component to an organization. The organizations do not want to the women to opt out due to the sex discrimination, family issues and the like.

Although discussions of sex discrimination at work, equal employment opportunities and women-friendly organizations have been on-going since the mid 1970s, most of the studies assume, that women professional, women managers or women workers face similar issues, and therefore have similar expectations of their employment organizations. It is not uncommon to read of literature in which authors recommend EEO and WF organizational policies based on their studies of a sample of working women who have diverse personal circumstances. For instance, one of the most commonly used WF policies is on-site childcare facility for working mothers. Yet few studies have looked at single working women who have no children to see if they have the same needs and the same perception of organizational women-friendliness as working mothers. The argument that organizations, which have on-site care facilities, are also friendly to their female employees who do not have children because the provision is beneficial to them if and when they do decide to start a family is tenuous<sup>300</sup>.

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<sup>300</sup> Chiu, Ng, "The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong", p1347-1364.

It ignores the likelihood that working women of different marital and parental statuses may have dissimilar life priorities, and henceforth, dissimilar demands of their organization's ability and willingness to cultivate a WF environment that is easy for women to work and have a career in. That is, single working women without children, who are likely to be relatively younger as well, may embrace the various categories of WF organizational policies to extents different from working mothers.

Although, married employees usually have a heavier family burden than single employees, it is erroneous to assume that single working women have no family obligations. On the contrary, it is uncommon for young women to shoulder the care-taking and financial responsibilities of their parents and in some cases their grandparents<sup>301</sup>.

In accordance to that starting point, in this study the woman-friendliness indices are divided into two groups namely work-oriented and family oriented. The main aim of this study is to examine if there is a significant relationship between the demographic variables and the respondents' perception about different categories of WF policies and to have a view of woman-friendliness of banking industry in Turkey.

Analysing the results it may be said that the banking industry in Turkey is not woman friendly in terms of work-oriented and family oriented dimension. The respondents' mostly do not perceive that their organizations have anti-sex discrimination policies, training and development opportunities, positive equal opportunities measures, maternity-paternity benefits, family-friendly policies and flexitime work arrangements.

Especially, it was expected to find a significant relationship between marital status, number of children, age and the perception of different categories of WF policies. Surprisingly, a significant relationship between marital status, number of children, age and work or family oriented WF policies was not found.

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<sup>301</sup> Chiu, Ng, "The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong", p1347-1364.

It has been found that there is a significant relationship between tenure with the organization and the perception of FO WF policies. According to that result, as the women work more years in their organizations, they perceive their organizations less family-friendly. Another result is that founded there is a significant relationship between managerial level and work-oriented WF policies. As the women climbs upper in the organizational ladder, they perceive their organization more woman-friendly in work-oriented policies.

Moreover, it has been found that there is a significant relationship between managerial level and the positive equal opportunities measures. In addition to that, a significant relationship between number of elderly dependants and positive equal opportunities measures has been found.

To sum up, interpreting the results, it may be said that the banking industry in Turkey is not woman-friendly yet. Moreover, the women in banking industry may not be aware of what are woman-friendly organizational policies and the benefits to them. It may be said that for banking industry in Turkey, being woman-friendly is not an expected and apprehensible status. In Turkey's terms of high rates of unemployment, women may only think about not losing their jobs no matter what the working conditions are. In addition to this, women may hesitate to answer to questions in the questionnaire due to fear of inspection, underlying the same reason above.

Finally, the main hypothesis of this study is accepted and significant relationships are founded between some demographic variables and WF indices. But it is suggested that this study should be done again when awareness of woman-friendliness is settled in Turkey for both the employees and employers. Then, more reasonable, aware and conscious results may be found. And, it should be ensured that the respondents feel themselves free to answer the questions without hesitating. The women should be aware of the woman-friendliness of their organizations to better advance themselves, juggle the work-family and have a good quality of work life. And the organizations should be aware and consider about employees' demographic characteristics while implementing the woman-friendly HRM policies in the future.

So, they may be able to handle the skill shortages, decrease the turn over and offer equal and fair opportunities to all employees while becoming a woman-friendly organization.

It is important to emphasize again that this research has been done regardless of the new employment law no. 4857. It has not been researched if the women in the sample are aware of the new law and its effects on work life.

## *APPENDIX*

## Appendix: Woman-Friendliness Indices Questionnaire

Değerli Kadın Katılımcı,

Bankacılıkta kadın dostu olmaya yönelik uygulamalara ilişkin bilimsel amaçlı bir çalışma yürütmekteyiz. Bu araştırmada fikirleriniz ve hiçbir soruyu atlamadan anketi yanıtlamanız bizim için çok önemlidir. Vereceğiniz bilgiler saklı tutulacak ve bu araştırma dışında kullanılmayacaktır. Değerli katkılarınız ve bize ayırdığınız değerli zamanınız için teşekkür ederiz.

Saygılarımızla,

Prof. Dr. Nevin DENİZ; Marmara Üniversitesi

Simge DENİZ; Marmara Üniversitesi

Yaşınız: \_\_\_\_

Medeni Haliniz: Evli  Bekar

Sahip Olunan Çocuk Sayısı: Yok

1

2

3 veya daha fazla

Yaşça sizden büyük bakıma muhtaç yakın sayısı (Yaşları ilerlemiş anne, baba vs. gibi)

Yok

1

2

3 veya daha fazla

Eđitim Durumunuz: İlkokul	<input type="checkbox"/>	Önlisans	<input type="checkbox"/>
Ortaokul	<input type="checkbox"/>	Lisans	<input type="checkbox"/>
Lise	<input type="checkbox"/>	Yüksek lisans ve üstü	<input type="checkbox"/>
Mevcut firmanızda çalışma süreniz: 1 yıldan az	<input type="checkbox"/>		
1-2 yıl arası	<input type="checkbox"/>		
3-5 yıl arası	<input type="checkbox"/>		
6-10 yıl arası	<input type="checkbox"/>		
11-20 yıl arası	<input type="checkbox"/>		
<b><u>Yönetici iseniz</u></b> bulunduđunuz yönetim kademesi: Alt kademe yönetimi	<input type="checkbox"/>		
		Orta kademe yönetimi	<input type="checkbox"/>
		Üst Kademe Yönetimi	<input type="checkbox"/>

Aşağıdaki ifadeler **çalıştığınız firmada** uygulanıyor ise “Evet”, uygulanmıyor ise “Hayır” şeklinde yanıtalamanızı rica ederiz. Çalışmamızın kadınlara yönelik olması nedeni ile sadece **kadın** çalışanların yanıtlanması gerektiđini hatırlatırız.

## SORULAR

- 1- Bir çok pozisyon için iş tanımları ve özellikleri detaylı olarak yazılmıştır ve hazır olarak bulunmaktadır.  
Evet  Hayır
- 2- Organizasyon, işyerinde resmi ve resmi olmayan mentor/danışman ilişkilerini kolaylaştırır.  
Evet  Hayır
- 3- Organizasyonun, cinsiyet ayrımcılığı ve cinsel taciz nedenli şikayetlerin ele alınması için kurulmuş olan özel komiteleri bulunur.  
Evet  Hayır
- 4- Organizasyon, çalışanlarına cinsel ayrımcılık ve taciz konuları üzerine eğitimler verir.  
Evet  Hayır

- 5- Organizasyonun kadınlar ve erkekler arasındaki ücret eşitsizliğini düzenlemek ile ilgili politikaları vardır.  
Evet  Hayır
- 6- Sadece kadınlara verilen eğitimler, kadın çalışanların iş becerilerini ve toplumsal becerilerini vb. arttırmayı hedefler.  
Evet  Hayır
- 7- Organizasyon, kadın çalışanlarına kariyer gelişimleri konusunda danışmanlık yapar  
Evet  Hayır
- 8- Organizasyon, gelişim anlaşmaları örneğin öğrenim izni gibi olanaklar sunar.  
Evet  Hayır
- 9- Adayların aynı özelliklere sahip oldukları durumlarda, kadınlara terfilerde öncelik verilir.  
Evet  Hayır
- 10- Kadınların belli bir minimum oranda orta ve üst yönetim seviyelerinde bulunmasını sağlayan bir kota sistemi vardır.  
Evet  Hayır
- 11- Kota sisteminin uygulandığından emin olmak için, eşit fırsat denetimleri yürütülür.  
Evet  Hayır
- 12- Organizasyon, annelik yan haklarını iş kanununun zorunlu kıldığından daha fazla genişletmiştir.  
Evet  Hayır
- 13- Organizasyon, babalık yan hakları sunar, örneğin erkek çalışanlar aileleriyle daha fazla vakit geçirebilmek için azaltılmış ücretlendirme ile izin kullanabilirler.  
Evet  Hayır
- 14- Organizasyon, kadın çalışanlarına aile ve iş yaşamını nasıl birleştirebileceklerine dair tavsiyelerde bulunur.  
Evet  Hayır
- 15- Şirket içinde çocuk bakımı sağlanır, ya da çocuk bakımı için para yardımı yapılır.  
Evet  Hayır
- 16- Organizasyonda esnek yan haklar uygulanır. Çalışanlar mevcut yan hak alternatifleri arasından istediklerini seçerek kendi planlarını oluşturabilirler.  
Evet  Hayır
- 17- Resmi iş paylaşımına (örneğin; iki ya da daha fazla çalışanın aynı işi paylaşmasına izin verilir.  
Evet  Hayır
- 18- Talep ettikleri takdirde kadın çalışanlar esnek çalışma saatlerinden yararlanabilirler, örneğin gece gündüz nöbetlerinde çalışmak gibi...  
Evet  Hayır
- 19- Ücretsiz fakat pozisyon garantili izin, ailevi zorunluluklardan dolayı uzun süre iş hayatına ara verdikten sonra çalışma hayatına geri dönmek isteyen kadın çalışanlar için bir seçenektir.  
Evet  Hayır

**20-** Talep ettikleri takdirde kadın çalışanlar için gönüllü azaltılmış saat uygulamasına izin verilir, örneğin; haftada sadece 3 gün çalışma gibi...  
Evet  Hayır

\* The Woman-Friendliness Indices Questionnaire was adopted from the study, “The differential effects of work- and family- oriented women- friendly HRM and OC and OCB: The case for single female employees in Hong Kong” which was held by Warren C. K. Chiu and Catherine W. Ng in 2001. It was translated into Turkish by 7 different people. And then it was translated into English again by another 7 people in order to ensure the reliability and validity in Turkish.

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