

# Gender Equality: Women's Involvement in Human Resource Management Practices

<sup>1</sup>Allyana Infante, <sup>2</sup>Didit Darmawan

<sup>1</sup>University of Asia and the Pacific, Metro Manila, Philippines

<sup>2</sup>Sunan Giri University of Surabaya, Indonesia

## ARTICLE INFO

### Article history:

Received 26 November 2021

Accepted 10 January 2022

Published 20 January 2022

### Key words:

Woman's Involvement,  
Human resource management,  
Competence.

## ABSTRACT

*Ideally every human being has the same right to do a job. Recruitment or assignment must be given based on one's abilities. In practice there is still discrimination against several parties, including women. In assigning tasks, women are considered less able to work and unable to adapt to the work environment. This causes women to be hampered in a career in the company. Companies need resources that have good competence so that company productivity will increase. Women are also able to give good performance, if given the same opportunity to work. In this case, leadership that gives equal rights to women needs to be done so that women are able to show their competence. Various theories and scientific developments on human resources also emphasize gender equality and science-based applications should pay attention to that as well. The involvement of women in human resource practices really must be based on self-competence and self-competitive advantage.*

## INTRODUCTION

In this modern era, everyone has the same rights in all fields, including the economic field. Currently everyone has the right to open a business or work as an employee. The owner of the company also opens up very wide opportunities for anyone who has the ability to be able to work in his company. Even some companies are not too concerned with formal education for their employees. Companies are more focused on the real abilities and skills that a person has. Currently, the quality of human resources really focuses on self-competence. In practice, discrimination still often occurs in the implementation of human resource recruitment in a company. Not only for prospective employees but for old employees are also not free from discrimination (Ensher et al., 2011).

One of the discriminations that occurs is the issue of gender. Some countries still consider women as a weak gender. So that female employees are considered unable to work under pressure and according to targets (Adhikari, 2014). This perception causes women's careers in a company to be hampered. Several women activists have voiced their opinions regarding the discrimination that has been

received, but still discrimination occurs in some companies, especially in developing countries.

The ability of women is covered by the discrimination that occurs in the company. Even though there are many examples of women who are able to have a positive impact on the progress of the world. Questions arise about the factors that cause the low rate of women's participation in work as stated in official figures. Several things together are the reason (Khuong et al., 2017). The first concerns the perception of women's work (which is done) in relation to women's domestic roles; second, related to this perception is a tool for measuring, determining or defining women's work and third is the seasonal, informal part-time nature of most women's work. This study aims to determine how the role of women in the company's human resource system.

## WOMEN AND WOMEN'S WORK

The ideology that characterizes the perception of women's work always places women's work in the context of household activities. Considering that most women's work activities, especially in rural areas, are carried out around the household, it is

\* Corresponding author, email address: [dr.diditdarmawan@gmail.com](mailto:dr.diditdarmawan@gmail.com)

not easy to clearly separate the types or characteristics in market or non-market, economic or non-economic, production or reproductive groups (Hossain, 2013). These difficulties then lead to a simplification of the definition of women's work.

If women do a lot of work with the status of homeworkers, it is an embodiment of gender ideology and the sexual division of labor in society. These two things are the basis for the emergence of the characteristics of homeworkers, namely low wages, no guarantee of job continuity, no social security, no bargaining power and not affordable by labor regulations (Darmawan et al., 2018). These characteristics are yet another manifestation of assumptions and perceptions about women and work. This includes never taking into account the status of housewives who work part-time at home.

Women choose to be housekeepers or housewives who work part-time at home, because the income earned by her or other male family members in the household does not meet their daily needs (Kirchmeyer, 2006). Working at home is also done by women with the dual purpose of earning income while ensuring that domestic work is carried out as expected. However, the work they do is still often seen as a fill of spare time or part-time work that shows a subordinate economic position.

## HUMAN RESOURCES

HR is part of the strategic planning process and is part of the development of organizational policies, planning for the expansion of organizational lines, the process of organizational mergers and acquisitions. Only a small part of the things that organizations do without involving human resources in planning, policy, and formation of organizational strategy. When an organization does strategic planning, line managers are more likely to see the important nature of existing HR issues. HR problems continue to increase, especially with regard to the supply of skilled workers, who have adequate adaptability, and are able to deal with existing ambiguities (ambiguity). HR has a big contribution to business success. HR issues include business issues related to the workforce, and these issues affect the essence of business such as profitability, survival, competitiveness, adaptability and flexibility. Nowadays it is increasingly realized that HR is important and a source of competitive advantage for organizations. As stated in the previous section, changes in the business environment have had a significant impact on the company. HR has also undergone a change from a partial one to a more integrated and strategic one. The personnel department (HR) will be directed to play a more important role

in the management team. This is due to changes in the environment that will expose the organization to employee issues (people issues) which have important characteristics and great uncertainty.

## WOMEN'S HUMAN RESOURCES EMPOWERMENT

Women still experience organizational discrimination as part of the practice of human resource management policies that tend to have a glass ceiling. In response to this problem, optimal human resource management (HR) practices are expected to reduce the glass ceiling for women in the work environment. Women's empowerment is an effort to empower women to gain access and control over resources, economy, politics, social, culture, so that women can organize themselves and increase their self-confidence to be able to play a role and participate actively in solving problems, so as to be able to build abilities and self-concept. (Raymo & Lim, 2011). Empowerment of women is carried out so that women have a role in society and the right to control some material or non-material resources. For this reason, it is necessary to conduct training so that capacity building can be developed in various ways based on community needs. Women's empowerment is a process of awareness and capacity building for greater participation such as breadth, supervision, and decision making as well as transformational actions that lead to the realization of greater equality between women and men (Yoon, 2015).

Over time, women have started to rise up and have succeeded in proving that their existence is worthy to be reckoned with so that they are no longer underestimated because they have contributed to development. Based on data from the Central Statistics Agency (CSA) as of February 2020 regarding the Condition of Workers in Indonesia, it shows that the number of female university graduates reaches around 5.4 million people, while males are slightly below that, namely 5.3 million people. This shows that women also have superior knowledge and skills and can enter the professional world to compete with men.

There are several factors that affect the glass ceiling in the work environment, one of which is the organizational perspective. Mondy and Noe (2005) claim that the existence of managerial blocks – judgments based on leadership ability, willingness to work, and feelings of loyalty – is deliberately created to stem the vertical social mobility of women's careers which causes them to always be in the middle and not above men. Vertical social mobility is the transfer of a person's or group's social status to others who are not equal to the previous one.

Human resource management practices in the work environment often override women's right to have a career. According to Sundaresan (2014) for women to reach the top position is also strongly influenced by the organizational structure. Hierarchical organizational structures tend to use the ranking method in the promotion process which makes it difficult for women to achieve it. Human resource management should implement an organizational structure that is horizontal in nature in which women are given the authority and responsibility as well as opportunities to achieve higher positions in the company.

Career development strategies and organizational structure also affect the professional identity of women in organizations. Seeing this problem, companies, especially in Indonesia, need to take concrete actions to provide more opportunities to women and appropriate wages for work on an equal footing with men, including: Advanced Education and Training; Internal Net-working; Career Tracking, Formal Mentoring; and Exceeding Performance Expectations. So, it's time for HR management practices to apply a gender inclusive culture to provide wider opportunities for women so that their contribution can be more optimal in the work environment.

## **CONCLUSION**

Discrimination of HRM practices and sexual harassment in the workplace requires various alternative solutions. However, it is very difficult to find a universal alternative because of the different contexts in each country and local workplace. It is also not possible to obtain an alternative as the one best way for every problem. The alternative is most appropriately referred to as the most possibilities which can be used as a reference for later development according to the context.

Leadership in organizations has a very important role in every decision-making that affects the color of management practice. Meanwhile, on a regular basis, the behavior of managers at the upper and middle levels colors the dynamics of HRM practices. Thus, the career progress of every employee, including women, depends on the leadership pattern and behavior of managers in carrying out their functions. The findings of Bielby (1992) show that the function of leadership and top and middle level managers to overcome the problem of discriminatory treatment against women is in the form of mentors and role models (Rafferty dan Griffin, 2004). Mentors are mentoring activities in helping women obtain the rights of career advancement and development, while role models are organizational references in forming a complete

profile of women that describes their success both as employees and as housewives.

References that are the center of attention in mentoring and role models are in the form of three elements, namely (1) a combination of family and working, (2) every woman has a desire for advancement in career, and (3) there are parties who have concern in updating knowledge and skills. women's skills to be able to answer all challenges. By referring to these three elements, mentoring activities and role models can have a positive effect in overcoming women's problems (Loichinger & Cheng, 2018).

The leadership function is a source of organizational policy while the role of top and middle managers represents the dynamics of the organization through the implementation of policies that have been formulated. Thus, the effectiveness of HRM practices in facilitating women to achieve career advancement and receive fair and humane treatment depends on the presence of leaders and managers in organizations (Ambad et al., 2017). Their existence is needed to build organizational conditions that are participatory, open to women, remove barriers to women's progress, and are able to create better prospects for women's lives (Benson & Yukongdi, 2005).

Alternative solutions to problems that prevent employees from achieving career advancement require the unity of women. Among the forms of unity of interest is through networking that integrates all the interests of women in obtaining their rights at work. Facts show that net-working can boost women's ability to achieve expectations and experience better conditions at work. In a very complex situation to do any organizational work, networking that unites women is the most sought-after possibility to address women's problems in organizations.

Effective strategies to overcome discriminatory HRM policies and practices and inhumane treatment of women cannot rely solely on structural roles (leaders and managers) and legal aspects. The strategy must be oriented towards the goals to be achieved both for the benefit of the organization and the interests of individuals as employees (Loichinger & Cheng, 2018). This means that the interaction between the organization and the employees in it requires a variety of alternative work arrangements that regulate employees in carrying out their work in accordance with predetermined goals. The research results of Pater et al. (2010) showed that alternative work arrangements can be made by reviewing the meaning of success and career advancement through managerial arrangements, work schedules,

and career development schemes. These various forms of arrangement are ultimately the organizational reference in making decisions about employee promotion as a major part of effective HRM practice (Ruderman & Ohlott, 1995).

The issue of women and the various problems they experience in organizations actually have positive implications for the formation of effective HRM practices to address employee diversity as well as a very useful research agenda for creating humane working conditions (Chepkemei et al., 2013).

## REFERENCES

- Adhikari, S. (2014). Impact of Gender Discrimination at Workplace. *Research Journal of Education*, 2(4), 1-6.
- Ambad, S. N. A., F. Rimin., & A. Harbi. (2017), Determinants of Organisational Commitment Among Women Employees in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 7, 220-229.
- Benson, J., & V. Yukongdi. (2005). Asians Women Managers: Participation, Barriers and Future Prospects. *Asia Pacific Business Review*, 11(2), 283-291.
- Bielby, D. D. (1992). Commitment to Work and Family. *Annual Review of Sociology*, 18, 281-302.
- Chepkemei, A., K. L. Yano., I. K. Kirop., J. K. Kogei., & C. K. Magugui. (2013). Feminisation of The Workplace and Its Effect on The Performance: A case of Mobile telephony in Kenya. *Asian Society of Business and Commerce Research*, 2(5), 59-64.
- Darmawan, D. (2007). *Strategi Pengembangan Sumber Daya Manusia*. Pustakamedia Daya, Bandung.
- Darmawan, D., M. Hariani, & E. A. Sinambela. (2018). *Dasar Dasar Manajemen Sumber Daya Manusia*, Metromedia, Surabaya.
- Darmawan, D et al. (2020). The Quality of Human Resources, Job Performance and Employee Loyalty, *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Ensher, E. A., E. J. Grant-Vallone, & S. I. Donaldson. (2011). Effects of Perceived Discrimination on Job Satisfaction, Organizational Commitment, Organizational Citizenship Behaviour, and Grievances. *Human Resource Development Quarterly*, 12, 53-72.
- Ernawati., E. A. Sinambela., R. Mardikaningsih., & D. Darmawan. (2020). Pengembangan Komitmen Organisasi Melalui Profesionalisme Karyawan dan Kepemimpinan yang Efektif. *Jurnal Ekonomi dan Ekonomi Syariah*, 3(2), 520-528.
- Hossain, M.I., Mathbor, G. & Semenza, R. (2013). Feminization and Labor Vulnerability in Global Manufacturing Industries: Does Gendered Discourse Matter? *Asian Social Work and Policy Review*, 7(3), 197-212.
- Issalillah, F. (2020). *Kinerja dan Tenaga Kerja*, Metromedia, Surabaya.
- Issalillah, F. & R. K. Khayru. (2021). *Manajemen Stres di Kehidupan Kerja*, Metromedia, Surabaya.
- Jahroni., D. Darmawan., R. Mardikaningsih., & E. A. Sinambela. (2021). Peran Insentif, Perilaku Kepemimpinan, dan Budaya Organisasi terhadap Penguatan Komitmen Organisasi. *Jurnal Ekonomi dan Ekonomi Syariah*, 4(2), 1389-1397.
- Khuong, M. C. & N. T. L. Chi. (2017). Effects of The Corporate Glass Ceiling Factors on Female Employees Organisational Commitment: An empirical of Ho Chi Minh City, Vietnam. *Journal of Advanced Management Science*, 5(4), 255-263.
- Lestari, U. P. & D. Darmawan. (2014). Studi tentang Hubungan Motivasi dan Lingkungan Kerja dengan Kinerja Karyawan, *Jurnal Ekonomi dan Bisnis*, 4(2), 1-6.
- Loichinger, E. & Y. A. Cheng. (2018). Feminising the Workforce in Ageing East Asia? The Potential of Skilled Female Labour in Four Advanced Economies. *Journal of Population Research*, 35, 187-215.
- Mondy, R. W., & R. M. Noe. (2005). *Human Resource Management*, 9th. ed. Pearson Education International, New Jersey.
- Pater, D. E. I., E. M. Annelies., V. Vianen., & M. N. Bechtoldt. (2010). Gender Differences in Job Challenge: A matter of Task Allocation. *Gender, Work and Organisation*, 17(4), 433 - 453.
- Rafferty, A.E. & Griffin, M.A. (2004). Dimensions of Transformational Leadership: Conceptual and Empirical Extensions. *Leadership Quarterly*, 15, 329-339.
- Ruderman, M.N., & P.J. Ohlott. (1995). Promotion Decisions as a Diversity Practice. *Journal Management Development*. 14(2), 6-23.
- Sundaresan, S. (2014). Work-life Balance - Implications for Working Women. Ontario International Development Agency. *International Journal of Sustainable Development*, 7(7), 93-102.
- Yoon, J. (2015). Labor market outcomes for women in East Asia. *Asian Journal of Women's Studies*, 21(4), 384-408.

\*Infante, A. & D. Darmawan. (2022). Gender Equality: Women's Involvement in Human Resource Management Practices, *Journal of Social Science Studies*, 2(1), 27 - 30.