

Management & Sex Segregation

Sex segregation is the physical, legal, and cultural separation of people according to their biological sex. This is distinct from gender segregation, which is the separation of people according to social constructions of what it means to be male versus female.

In certain circumstances, sex segregation is controversial. Some critics contend that it is a violation of capabilities and rights and can create economic inefficiencies, while some supporters argue that it is central to certain religious laws and social and cultural histories and traditions.

The term “sex” in “sex segregation” refers to apparent biological distinctions between men and women, used in contrast to “gender”. The term “segregation” refers to separation of the sexes, which can be enforced by rules, laws, and policies, or be a de facto (concerned to fact) outcome in which people are separated by sex. Even as a de facto outcome, “sex segregation” taken as a whole can be caused by societal pressures, historical practices, and socialized preferences. Literally, sex segregation can be physical and spatial separation by sex, but the term is also used for the exclusion of one sex from participation in an occupation, institution, or group. Sex segregation can be complete or partial, as when members of one sex predominate within, but do not exclusively constitute, a group or organization.

The term gender apartheid (a state of being apart) or (sexual apartheid) also has been applied to segregation of people by gender, implying that it is sexual discrimination. Insofar as sex segregation is a form of sex discrimination, its effects have important consequences for gender equality and equity.

Occupational segregation by gender reinforces the different worlds of men and women. Twenty-six percent of workers are in occupations that are 90 percent single-sex, from truck drivers to registered nurses. Among the merely very-segregated, 69 percent of workers are in occupations that are at least two-thirds single-sex, from janitors to elementary school teachers. When you look closer—at individual workplaces instead of occupations, the segregation is great still. Most Americans today work in almost entirely single-sex peer groups.

This separation seems to help make possible many men's simple assumption that women don't really exist as people. That silent assumption is very different—and harder to change—than looking a real person in the eye and saying, "I don't like you because you're a woman, so I'm going to hire someone else." The power of segregation is people usually don't have to do that. This partly explains why sexual harassment is so common in male-dominated workplaces: The women there are perceived as outsiders who threaten the normal routine. And just like peer

culture can prevail over parents' grownup interventions when it comes to socializing adolescents, workplace culture spills over into family life, as men in male-dominated jobs (such as police officers) or female-dominated jobs (where their masculinity is threatened) perpetrate violence at home.

Sex segregation varies from industry to industry and office to office, so we can learn from observing how it differs from place to place. What we see is that jobs are devalued when women hold them that male managers do more segregated hiring than female managers, there is also men's overrepresentation in management jobs is virtually unchanged since 1966. One measure they use is revealing: For the typical white man in a private-sector workplace today, the co-workers at his level in the organization are about 70 percent white men as well, and that level of "social isolation" at work hasn't changed in three decades.

Management

Management in business and organizations is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Management is also an academic discipline, a social science whose object of study is the social organization.

Management levels: These are management positions in an organization, responsible for overseeing the productivity and performance of employees. The number of levels in management increases when the size of the business increases. Levels of management can be classified in three categories:

1. Top level managers – administrative level; controlling and overseeing the entire organization.
2. Middle level managers – executing organizational plans in conformance with the objectives of the top managers
3. Low level managers – controlling, directing, and supervising employees

Each level possesses certain job responsibilities to ensure the effectiveness of the organization.

Basic Functions of Management

Management operates through five basic functions: planning, organizing, coordinating, commanding, and controlling.

- **Planning:** Deciding what needs to happen in the future and generating plans for action.
- **Organizing:** Making sure the human and nonhuman resources are put into place
- **Coordinating:** Creating a structure through which an organization's goals can be accomplished.
- **Commanding:** Determining what must be done in a situation and getting people to do it.
- **Controlling:** Checking progress against plans.

Basic Roles

- **Interpersonal:** roles that involve coordination and interaction with employees
- **Informational:** roles that involve handling, sharing, and analyzing information
- **Decisional:** roles that require decision-making.

Women's Representation in Workforce and Middle Management

Management levels can differ from CEO positions to factory manager positions. With an increase in women's representation in management levels, there would be a more equal platform for women and men. One of the Millennium Development Goals is promoting gender equality and empowering women

Although women's representation across the general workforce is growing, there remains a need for information about the challenges women face in advancing their careers. In 2001, using 1995 and 2000 data from the Current Population Survey, it was found that women were less represented in management than in the overall workforce in 4 of the 10 industries reviewed. It was also found that differences in the characteristics and pay of male and female managers and female representation in top management brings informational and social diversity benefits to the top management team, enriches the behaviors exhibited by managers throughout the firm, and motivates women in middle management. The result should be improved managerial task performance and thus better firm performance.

Moreover, the number of women in middle management has grown quite rapidly in the last two decades, the number of female CEOs in large corporations remains extremely low. This article examines many explanations for why women have not risen to the top, including lack of

line experience, inadequate career opportunities, gender differences in linguistic styles and socialization, gender-based stereotypes, the old boy network at the top, and tokenism. Alternative explanations are also presented and analyzed, such as differences between female leadership styles and the type of leadership style expected at the top of organizations, feminist explanations for the underrepresentation of women in top management positions, and the possibility that the most talented women in business often avoid corporate life in favor of entrepreneurial careers.

Top management is the position where women rarely reach. Not just in developing countries like ours rather same is the situation in developed countries. A survey revealed that out of the 45 countries examined, the United States ranks in the bottom 10 for the percentage of women in senior management positions, with women occupying just 22 percent of senior roles, a study from the Grant Thornton International Business Report found. Although that represents a slight increase from last year's 20 percent, it's well behind countries such as Russia, Indonesia, Latvia and the Philippines, all of which have more than 40 percent of women in such positions. In countries like France and Canada this ratio reaches at 22 % and just 14 % in India, whereas in Pakistan just 9 % of top management seats are held by women. Part of the reason for the U.S.' low ranking is that many companies aren't hiring nearly as many women recent college graduates: 20 percent of U.S. businesses said less than 10 percent of their new graduate hires are women, the study found.

Moreover, the vast majority of organizations worldwide aren't taking the time to train women for leadership roles. Only 11 percent of businesses globally have a program to support and mentor women, with 70 percent of companies not even considering starting such programs.

The study was based on surveys of 6,700 business leaders in 45 countries.

Factors That Prevent Women from Coming to Top Positions

1. Glass Ceiling

A glass ceiling is a political term used to describe "the unseen, yet un-breachable (un breakable) barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements." Initially, and sometimes still today, the metaphor was applied by feminists in reference to barriers in the careers of high achieving women. In the US the concept is sometimes extended to refer to obstacles hindering the advancement of minority men, as well as women.

2. Gender Bias

3. Gender Inequality

Gender inequality has been a lingering issue over the past decades, and is still prevalent in many countries. If we could just look at what gender equality is, it would be easy to understand gender inequality. **Gender equality:** Equal rights, responsibilities and opportunities of women and men. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men (UN Entity for Gender Equality).

In the recent decades, many countries around the world have made significant progress towards gender equality through education, but generally, women still continue to earn less than men and are less likely to make it to the top of the career ladder. Women continue to undertake a much higher load of unpaid work than men, which then constrains their opportunities in paid work. Compared to men, employed women also work fewer hours, are less likely to make progress in their careers, and are underrepresented in decision-making positions.

Gender inequalities persist in:

- Working hours
 - Conditions of employment
 - Occupation and sectors
 - Earnings
 - Representation in decision-making positions
4. General norms and cultural practices
 5. Masculine / Patriarchal corporate culture
 6. Lack of role models
 7. Lack of flexible work solutions
 8. Lack of opportunities for critical work experience and responsibility
 9. Lack of adequate work balance policies
 10. Lack of network and mentoring
 11. Lack of company leadership commitment for diversity
 12. Lack of target setting for participation of women
 13. Lack of acceptance of the use of diversity policies

14. Lack of adequate re-entry opportunities
15. Lack of children facilities
16. Lack of monitoring of participation of women
17. Lack of information about existing diversity policies and practices
18. Lack of adequate parental leave and benefits
19. Inadequate labor laws and regulations
20. Lack of ambition and need for achievement in women
21. Sex Segregation

Reasons of Sex Segregation

The debate on the root cause of gender segregation in employment dates back to 1970, but it remains the point of reference to date despite the fact that so much has changed since then. There is no single factor for this segregation that latter may lead to pay discrimination, which in a way is a source of economic deprivation and making women the second level citizens.

There can be many reasons of sex segregation, Key factors identified in voluminous literature on segregation are:

- 1. Comparative biological advantages**
- 2. Under-investment in human capital (less investment on schooling and training of women)**
- 3. Differential income roles (women are not to support the family, they are not primary bread winner so pay them less)**
- 4. Preferences and prejudices**
- 5. Socialization and stereotypes**
- 6. Entry barriers**
- 7. Organizational practices.**
- 8. Safety and privacy**

Some sex segregation occurs for reasons of safety and privacy. Worldwide, laws often mandate sex segregation in bathrooms, locker rooms, showers, and similar spaces, based on a common perceived need for privacy. This type of segregation policy can protect against sexual harassment and sexual abuse.

- 9. Religious and cultural ideas**

Sex segregation can also be motivated by religious or cultural ideas about men and women. Such cultural assumptions may even exist in the aforementioned policies of safety or

privacy concerns. Gender separation and segregation in Judaism and Islam reflect religiously motivated sex segregation. In Buddhism, Christianity, and Hinduism, monastic orders, prayer spaces, and leadership roles have also been segregated by sex.

10. Desegregation or Integration or Merging the sexes

Desegregation policies often seek to prevent sex discrimination, or alleviate occupational segregation. These policies encourage women and men to participate in environments typically predominated by the opposite sex. Examples include government quotas, gender-specific scholarships, co-ed recreational leagues, or programming designed to change social norms.

Effects of Sex Segregation

It results in wage inequality, undervaluation of female work and discrimination. Whilst pay remains central, other working conditions such as employment security, health risks or provisions for reconciling work and family life may accrue differently to female and male employees. Segregation also threatens to exacerbate labor and skill shortages.

Sex segregation situation in Boards of Directors in Pakistan

In Pakistan there are very few organization which have women in boards of directors. If they are appointed they are not given equal representation. Usually there are one or two female directors and ample of male directors do not give them worth. So their utility reduces even if they are selected. Following are some reasons for that:

Barriers to access for women	Barriers to utility after women are appointed
Stereotypes Access to networks Limited recruitment pool Missing leadership	Types of tasks Focus on quotas Tokenism

Participation of women at boards of directors is very low in Pakistan because of:

- lack of business expertise and skills
- unable to achieve work-life balance
- possess aggressive and emotional attributes
- unavailability of qualified and experienced women
- the belief that women have a risk-opposed nature
- personal choice of the org owner matters a lot
- stereotypical belief that women cannot be a good leader

There are very few org where women are in boards like in parliament but they are not playing any active role.

- Majority of the women are selected on the basis of family relationship.
- In some organizations, women are hired just for the sake of director demand.
- At the time of recruitment of board members, males prefer males as they feel they are more compatible and similarity bias.
- In some cases, women are hired just to fill the quotas in this way efficiency of the organization suffers a lot.

Following are the examples of organizations where women participation at board of directors is about nil.

- PIA
- Gul Ahmed
- Al karam
- PTCL
- Chen One.

Further we can classify it as follows:

BARRIERS TO ADVANCEMENT EXTERNAL TO ORGANIZATIONS

Discrimination in educational opportunities and in economic systems that are external to work organizations present formidable barriers to women.

1. *Educational systems* that use gender, race, and class to ration access to first-rate education restrict future job opportunities for many women, minorities, new immigrants, and people from lower or working class backgrounds.

2. *Occupational segregation* results in the over-representation of women and minorities in the lowest-paying jobs. Nearly 70 percent of the full-time female labor force work in low-paying occupational categories. Women of color work in minority-female-dominated jobs in the race- and gender- specific segment of the secondary labor market.

3. *Wage differentials by gender and race* are due to channeling women and minorities into less complex jobs, as well as underpaying female- dominated and significantly minority jobs relative to their compensable characteristics.

4. *The class position* of low-paying jobs in the capitalist labor market is a structural barrier to job advancement. Class-based economic power relationships are closely associated with the sexual and racial division of labor.

5. *The growth of the contingent work force* is creating more part-time and temporary jobs in which women and African Americans are over-represented. Approximately half of employed women work in part-time or part-year jobs; most have low-paying jobs with no employee benefits or protections against earnings loss from social insurance systems.

BARRIERS TO ADVANCEMENT: ORGANIZATIONAL CULTURE

Organizations mirror society's ideas about which groups of workers are appropriate for different kinds of jobs. Although hiring and promotion decisions in organizations are supposed to be based on rational and universalistic criteria, they often express informal and socially acceptable expectations about the gender, race, and class of the people best suited for particular positions.

1. Gender and race are often synonymous with one's place in organizational hierarchies. Those individuals who occupy the top positions have a stake in maintaining traditional rules and procedures related to hiring, promotion, seniority, and other personnel practices, that work to their advantage and exclude others.

2. Social relations at work between women and men as well as between racial minorities and whites form barriers to upward mobility. These include sexual harassment, exclusion from informal systems of support, and resistance to EEO policies.

BARRIERS TO ADVANCEMENT: ORGANIZATIONAL STRUCTURE

Social norms, cultural stereotypes and power and privilege in organizations provide the "invisible foundation" for organizational decisions about which jobs and how much opportunity are suitable for certain types of workers. These decisions determine the ways that complex organizations structure work, creating barriers for women and keeping them from advancing in organizational "pipelines."

1. The low-paying jobs with the largest number of female incumbents are not connected to any "pipeline" (job ladder) in the organization.

2. Job recruitment and hiring practices used by employers often result in the initial placement of women in jobs that have short or nonexistent job ladders. This results from using

inexpensive and expedient "screens" for job applicants, and from recruiting candidates through sex-segregated training and educational programs.

3. Job incumbents who work in jobs on female-typed job ladders experience significantly lower rates of promotion than those whose jobs are on male- or mixed-gender job ladders.

4. Women who might move to male or mixed-gender job ladders with higher opportunities for promotion are blocked by restrictive eligibility requirements, seniority rights, and the lack of training and career development opportunities.

5. Enforcement of rigid work schedules, requirements of excessive time commitments, and lack of family-sensitive employee benefits constrain women's promotional opportunities as they try to combine jobs with the needs of their families. Ironically, low-wage jobs are the most inflexible and least likely to have benefits.

6. Job evaluation systems that form the basis for employer compensation policy perpetuate the invisibility of the content and context of women's work. Value bias in job evaluation systems means that existing wage structures neither acknowledge nor reward the skill, effort, and responsibility in traditional women's jobs.

STRATEGIES FOR INCREASING ADVANCEMENT OPPORTUNITIES

Improving the advancement opportunities of low-wage workers, especially women and minorities, will require significant changes in social structures. Affirmative action programs did not fulfill their promise for women at the bottom of organizational hierarchies. Interpreted narrowly as increasing the number of women and minorities in nontraditional jobs, affirmative action was an inadequate basis for creating social change in organizations. The elimination of sexism and racism from organizations can occur only if the rigid organizational hierarchies that institutionalize class inequality are drastically reduced through the following strategies:

1. Raise the wages of low-paying jobs through equitable compensation policies.
2. Improve advancement opportunities through changes in administrative promotion systems and redesigned job ladders.
3. Make substantial investments in the education and training of the lowest-paid employees.
4. Stop requiring excessive time commitments that force employees to "prove" that their job is more important than their family.
5. Redirect organizational "diversity" initiatives away from changing attitudes and toward reducing structural inequalities in organizations.

6. Gender equality and equity

7. Quota system

The women who work in this country's lowest-paying jobs do not work for large corporate employers or in the public sector. A long distance separates women in part-time, temporary, and underpaid jobs in the informal and secondary economy from those who work for large, stable employers. Reducing the amount of inequality generated by economic and educational institutions will help women on the outside of organizations.

1. Reform the legal framework for industrial relations so that it offers opportunities for representation and collective bargaining rights to the contingent work force. Increased unionization promises better wages and working conditions for women in low-wage jobs who currently lack such protections.

2. Increase poor women's access to higher education, especially four- year degree programs in colleges and universities. Although basic education, literacy programs, and skills training programs enable women to enter the labor force, these are not enough to provide women with the education needed for upward mobility. In today's labor market, only women in managerial, professional, and technical occupations have average earnings that provide a living wage.

Global Perspective of Sex segregation in Management

- Organization for Economic Cooperation and Development (OECD): on average in OECD countries, women are paid 16% less than men, and these OECD countries are largely the more developed ones. With such a notable gap in gender inequality of employment and management levels in these MEDCs, (More Economically Developed Country) these statistics would only continue to worsen in LEDCs (Less Economically Developed Country).
- Within the European Union, only 13% of the major companies' executives are women, with only 3% female chairs.
- In 2011, *the Economist* showed that in the United States, only between 15-20% of all executives are women, less than 10% of all top earners are women, and fewer than 5% of all CEOs.
- In Saudi Arabia, a nation with strong cultural Islamic beliefs, occupational segregation between men and women is strongly evident in their labor market, with Saudi women largely restricted to traditionally female-oriented fields. There is a lack of opportunities

for women in decision-making and management positions—less than 1% of decision making posts are held by Saudi women.

Possible Solutions

- **Take active measures to combat discrimination**
 - Empower well-resourced specialized bodies to investigate companies and organizations
 - Empower specialized governmental bodies to take legal action against employers who engage in discriminatory practices, even in the absence of individual complaints.
- **Family-friendly domestic policies**
 - Flexible working hours
 - Parental leave
 - Child-care facilities for women while they are at work
 - Transportation
- **Extension on child-care facilities:**
 - Ask governments to invest in affordable facilities for the care of children *and* of the elderly
 - Parents, especially women, would then have more freedom in occupation and working hours. Also a larger opportunity to take on a bigger commitment job that could potentially result in the availability in achieving a higher management level position.
- **Proposed quotas for companies:**
 - Quotas to increase the percentage of female representation in corporate management bodies, taking into account of individual member states' responsibilities and their economic, structural (i.e. company-size related), legal and regional specificities.
 - E.g. European Parliament resolution A7-0041/2012: “Call from 2011 for legislation, including quotas, to be proposed by 2012 to increase female representation in corporate management bodies to 30% by 2015 and to 40% by 2020” (Clause 28)
- **National plan of action:**
 - Forming policies for working women
 - Targeting women's participation in the labor market
 - Upgrading female levels of literacy and education

- Increasing capacity building and vocational training
- Governments should work hand in hand with NGOs for implementation and follow-up of action plans.
- **Raise public awareness:**
 - Let the public be more aware of the positive role that women play within the labor market, as well as their rights, opportunities, and successes.
 - In numerous countries, women often represent the untapped and important source of power for the economy.

Policy making

- **1948** – Creation of the Universal Declaration of Human Rights
 - Article 23: Everyone has the right to work; Everyone, without any discrimination, has the right to equal pay for equal work. (Everyone– men and women)
- **1979** – CEDAW adopted by the General Assembly
- **1981** – CEDAW came into force
- Convention on the Elimination of All Forms of Discrimination against Women. Vital document for women’s rights and equality.
- **2006** – UNHRC was established and replaced the UNCHR
 - The Human Rights Committee
- **2012** – EU resolution A7-0041 targeting women’s equality in management levels

Wage Differentiation

The gender pay/wage or salary gap may refer to the difference in wages between both genders and discrimination among both genders i.e. male and female having similar skills. Gender pay gap may also be known as paying specific payment to a specific gender. The gap between both sexes refers to the variations in typical hourly incomes between male and female workers. The pay gap between males and females is basically measure of difference of wage paid to men and women in employment sector. It is one of the main indicators that highlight gender discrimination in the society.

This term is named as gender pay gap not as sex pay gap because sex refers to biologically being male or female and pays are not divided on the bases of sex. If the wages are divided on the basis of sex then all over the world just two types of wage differences occur, so a gender refers to socially acceptable roles of male and female and the wages are given according

to gender. As gender varies culture to culture and country to country, wages also vary accordingly.

Wage gap identified by the International Labor Organization refers to a globally constant existence: “Throughout most regions and many occupations, women are paid less money than men for the same job. In a majority of countries, women’s wages represent between 70 and 90 per cent of men's wages, with even lower ratios in some Asian and Latin American countries.” (General Survey concerning the Occupational Safety and Health Convention, 2009)

Gender pay gap has been an issue of discussion amongst the researchers especially in perspective of feminist development. Researchers have conducted numerous studies to determine pay gap across the world.

In Pakistan magnitude of studies aiming to observe gender salary difference is not that much high. Gender pay gap has been discussed in all countries with reference to every field. All studies conducted globally show that gender pay gap do exist, even the country like USA has large pay gap among male and female.

Feminists view that women faces pay gap because of their biological difference form males. According to some feminists gender discrimination at work place originates from the choice of profession and time required for certain jobs. As women have to perform other household chores they cannot give full time to job so they prefer jobs that are less time taking. Most of the feminists also debate that sexual harassment at the workplace reduces the chances of female to work well and progress. Male bosses expect that their subordinate female colleagues should positively respond to their sexual pleasure which become an obstacle in progress of females.

Feminists also suggest that gender wage discrimination is might be due to another factor that is reproductive abilities of females. In fixing pays pregnant and lactating women get disadvantage due to their child bearing function and capabilities.

A number of studies show that the career interruptions associated with child birth reduce women’s wages. Many studies show that women earn on average 77 cents to every dollar a man earns. The matter in this case is not gender pay gap but it is gender job gap. Jobs are specified for specific gender which is the matter of economic gender discrimination (Mincer & Polachek, 1947). Steven Bywater in his online article mentioned that gender pay gap is huge injustice towards females. He also mentioned that women feel burden to manage between professional

and domestic life (Bywater, 2011). (Detailed information on: Highlights of Women's Earnings in 2011, U.S. Department of Labor, U.S. Bureau of Labor Statistics, October 2012. Retrieve from <http://www.bls.gov/cps/cpswom2011.pdf>).