

## INSTITUTE OF SCIENTIFIC LEADERSHIP: CHALLENGES OF ACADEMIC CAPITALISM

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DOI: 10.22363/09669-2019-385-391

### GENDER POLICY OF THE MODERN COMPANY IN DIGITAL SOCIETY

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**Abstract.** The information age creates opportunities for realizing the professional and personal potential of both men and women. The organization of work is being changed, new working conditions are being created, women have more opportunities for their career growth and self-realization. The gender policy is one of support from both the state and the civil society. Its objectives are to eliminate gender discrimination, form the egalitarian society, support women and persons with family responsibilities in the social-and-labor sphere, support women in the field of the equality and in the realization of their abilities, etc. The article shows how one can form and realize the gender policy in practice, and what internal and external factors are needed to do this.

So, the external factors are the socio-economic situation of the country, the type of the social policy, organizing and financing the demographic and family policies, the availability of the national mechanism for dissecting the gender equality at the level of the state and of the gender policy, and the sociocultural characteristics of the country. But the companies need the internal factors such as the attitude of the head of the company and the top management, tolerant corporate culture, gender-sensitive social, personnel, motivational programs, financing these programs, the availability of the organization structures, monitoring and the control of developing the gender policies.

It is necessary that the management of the organization should have gender competence. It should construct the gender picture of the world of the egalitarian type, otherwise the process of forming the gender policy may not take place, and to begin the process of forming the gender-oriented corporate culture. The organization's employees should have a positive

perceptivity to the gender equality and understand that “gender” is not the very desire of women for careerism and global emancipation, but the social characteristics of sex.

Not every company can state the availability of the gender-sensitive personnel development HR-strategy. Basically, these are large international companies, adherents of corporate social responsibility of business.

This strategy is developed within the framework of the concept of the personnel diversity.

The responsibility in developing gender-oriented HR-strategy primarily with the manager. In turn, HR-services realize the specific programs together with line managers. Some advisory bodies may also be established at the enterprises, “the commissions on cultural diversity, to solve the problem situations regarding the relationships between women and men in the collective, to support gender-oriented initiatives, cultural events, to give advice to employees who find themselves in conflict situations, to help them psychologically, etc.

The business-processes at the information age there is a need to change the management paradigm. The goal of the modern gender system is to create the unique socio-cultural, public and professional digital environment that would be aimed at achieving the gender equality through overcoming the problems of discrimination.

The introduction of a special post “Gender Equality Commissioner” will help solve problems of creating a favorable climate in the team, ensuring social protection of employees of enterprises, and of the attraction intermediaries in resolving conflict situations.

**Keywords:** gender policy, gender equality, human diversity, information society

## **Introduction**

The information age creates many opportunities for realizing the professional and personal potential of both men and women. The organization of work is being changed, new working conditions are being created, women have more opportunities for their career growth and self-realization. One of which, the most comprehensive one, is the national mechanism for ensuring the gender equality.

The gender policy is considered to be a part of the social policy of the state and at the same time it is an integral part of the mechanism for ensuring the gender equality. Its objectives are to eliminate gender discrimination, form the egalitarian society, support women and persons with family responsibilities in the social and labor sphere, support women in the field of equality and in the realization of their abilities, etc. The gender policy is

created both at the state level and at the local level and at the level of the organizations.

The modern companies need the internal factors: the attitude of the head of the company and the top management, tolerant corporate culture, gender-sensitive social, personnel, motivational programs, their financing, the availability of organizational structures, public monitoring and professional digital environment.

### **Objectives / Purpose of the study**

The aim of the study is to reveal the external and especially internal factors influencing the formation of the company's gender policy.

### **Methodology**

In order to develop the gender competence, one needs to have a system of gender knowledge, the skills in analyzing the phenomena and the situations of the gender inequality in the surrounding life and the analysis of one's own biases, the experience in working out gender-competent behavior (Kletsina I.S., 2007: 60-65).

The gender stereotypes often lead to the consolidation in the minds of people of false connections between the concept of "sex" and the forms of behavior, characteristic of men and women. In order to form the gender policy at an organization, the desire of the company's management to create and to develop a tolerant corporate culture is also necessary. Scientists distinguish several types of cultures from the position of a gender-oriented approach (Vasilenko L.A., Kashina M.A., 2015).

#### *Corporate culture "H2H approach"*

The essence of H2H-culture - ("human to human") is the spreading the respectful and fair relations with employees at all the levels of management. The main thing in this approach is to take care of a healthy lifestyle of employees, to show attention to their personal needs and requirements, to evaluate their work by the results of their activities, taking into account the complexity of the work assigned to the staff. It is important that the H2H approach be consistent with the motivational policies.

This is especially sensitive to the gender factor. At one of the factories, near Moscow, every week, two workers who have showed the best results in the work can order products on the Internet with home delivery. The factory pays for it (V. Kozlova, 2018).

This fact creates the unique atmosphere for disclosing the skilled potential of the workers both men and women.

#### *Corporate culture "Winning the hearts".*

Another corporate culture can be the culture based on the formation of the "company for winning the hearts of employees" (Winning the hearts). The basis of this culture is the creation of an emotional comfortable environment

that creates a feeling of happiness. The investigations at the organizations where such an approach has been created show that a “happy” staff is three times more creative, by 31% more productive, the likelihood of the career advancement increases by 40%, and the employees` involvement increases 10 times (Voronin M., 2018: 27-28). This culture is created on the basis of the four elements of the digital society: maintaining the social media, establishing the internal communications, creating the events and edutainment (learning in an entertainment format).

Of particular attention is the introduction of the values and main value – the identification of the company by the employees as a single family.

To develop the gender-oriented culture, is a priority the emphasis on the balance of the public and private spheres. The well-being of the workers is associated with synergy between the work and the personal life (N. Arkhipova, 2019: 119). The main conditions are: creation of an individual approach to each employee, flexible forms of work and rest, an individual trajectory of the development, the workplace organization.

It is usually the large international companies, are the adherents of corporate social responsibility of the business. Schlumberger`s strategy has laid the foundations of the gender policy: “Our goal is to constantly increase the percentage of women being recruited all over the world, to ensure the proper development of the career of effectively working women, and to increase our organizational flexibility for the consideration of a larger range of personal situations”

(Personnel diversity oilfield services company Schlumberger, 2018). There are some other gender-oriented companies: Bank of America, Doloitte, EY, IBM, Proctor and Gamble, Mckinsey, Pwc, etc. Unfortunately, Russian companies lag behind in this matter.

The strategy of the gender-oriented policy of the organization is being developed within the framework of the concept of the personnel diversity implying (Armstrong M., Taylor S., 2018: 464). To minimize the risks of misunderstanding, conflict, stereotype, prejudices, appropriate personnel and social programs should be created within the organization: for recruitment, development and promotion of the personnel, training, social protection.

### **Results / Findings**

The following programs of gender diversity, are in demand and implemented in practice:

- recruitment of the personnel with consideration for the gender balance (through the quota system and the professionalism and competence principles);

- the adaptation of new employee through the internship system, the institution of mentoring and supervision. In some companies, special scholarships are granted for young specialists with regard to gender (in particular, in the American companies Ashland Petroleum, Best Buy, Kraft Foods, etc.) (Daft R., 2016: 417);

- staff training in the fundamentals of genderology, programs on women's leadership, entrepreneurship in the e-learning system;

- staff promotion. The inclusion of women in the boards of the directors allows them to increase their independence, with the result that monitoring and control over the management activities are improved, and the labor cooperation is enhanced (T.A. Garanina, A.A. Muravyev 2018: 144). According to the results of the international study "Is gender diversity profitable?" (Respondents: 22000 companies from 91 countries of the world) has revealed: 1% of the net profit company receives, if women hold 30% of the leadership positions, but the net profit is 15%. (Women omics: 10 facts that prove the super-profitability of women's leadership, 2019).

The studies have shown that the organizations where there are three or more women in the boards of the directors have a 53% higher return on the equity (the index of the profitability), and 66% higher return on the invested capital (the index that measures the effectiveness of the management) (Gender balance in companies: pros and cons, 2018);

- cooperation with the women's or other gender-oriented organizations, in order to support the initiatives of the company from the civil society institutions on the gender diversity;

- social protection of the personnel (persons with the family responsibilities) in the field of maternity, paternity, consideration of the interests of the employees with young children.

All the programs, in any case, are aimed at forming the competences for the interaction of social groups within one collective in terms of the cultural, gender and ethnic diversity.

The responsibility in the construction of this managerial level lies primarily with the manager. HR-services realize the specific programs in this direction together with the line managers.

Some advisory bodies may also be established at the enterprises to support the gender diversity. Such bodies are often called "the commissions on cultural diversity."

"The commission is called upon to solve the problem situations regarding the relationships between women and men in the collective, support the gender-oriented initiatives, cultural events, give advice to employees who find themselves in conflict situations, help them psychologically, etc. It happens that a special position "Gender Equality Commissioner" is

introduced into the company. Persons holding these positions are engaged in establishing gender relations and cultural development, organize and support this process, prepare reports on the course of its implementation, and are also engaged as mediators for resolving conflict situations. In particular, they organize conciliation negotiations for regulating conflicts, and also act as trustees to whom employees can address on personal matters (discrimination, harassment, sexual harassment, etc.).

### **Discussion**

The formation of the gender policy at the organization level is not regulated by any normative-and-legal acts and can be established only on the principles of voluntariness. Therefore, not every company has the need to develop the gender policy, to construct a set of activities aimed at ensuring the gender balance. The top management should construct the gender picture of the world of the egalitarian or proto-egalitarian type, otherwise, the process of forming the gender policy may not take place.

The line managers should develop and implement a set of measures for promoting the gender equality, taking into account the interests and the needs of men and women as employees of the enterprise.

It is very important E-learning training in the fundamentals of genderology, programs on women's leadership, entrepreneurship.

Promoting women to the boards of the directors of the companies makes them less homogeneous and reduces the power of the group "patriarchal" thinking when the decisions are being made by the members of the male club ("old boys club").

The companies create corporate or social women's networks where various gender-related problems are discussed.

### **Conclusion**

In organizations in a digital society, it is necessary to change the management paradigm, create a holistic, flexible gender system responsive to external challenges, organize business processes. In the process of forming a unique digital public socio-cultural and professional environment, a number of factors must be considered:

- external: the political will of state leaders, the social democratic type of social policy, the existence of a national mechanism for ensuring gender equality, taking into account the ethnic and cultural characteristics of the country;

- internal: the type of leadership of the company, gender-oriented corporate culture, the availability of personnel and social programs as the basis for the company's gender policy.

Creating a gender policy requires close attention from the leadership of organizations, as well as from the state and civil society institutions.

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