

Human Resource Practices & Gender Discrimination in Asian Countries

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Abstract—This paper is related to the gender discrimination and its effects Asian countries. Societal effects are described which are cause of increasing gender discrimination. These societal effects are family, culture, societal norms and regulations. The frequency of gender discrimination is high in Asian countries as compared to European countries. Biggest examples of male dominant societies are Japan and China which are highly prosperous but they don't hire more women at managerial positions. Different types of gender discrimination are present in those societies. The low percentage of women employment is due to low level of education and low technical skills. As in Asia employment rate of females is very low in order to reduce that different practices are adopted. Human resource strategies and policies are practiced that will help in reducing gender discrimination. Benefits of Human Resource Management are described as it plays a key role in creating competitive advantage and reducing gender discrimination.

Keywords—:Human Recourse Management, Gender discrimination, HRM practices, Education, Employee productivity, Society, Family culture, Organizational practices, Gender pay gap

JEL Classification Code: O15, D63, J30, J19.

I. INTRODUCTION

Gender discrimination is a one of the important reason of economic downfall. As it results in low morale of women and low job satisfaction and less contribution of women in the economy. In this paper we have described Different Human resource practices which will help in reducing gender discrimination so that productivity of the organization can be increased by making employees more loyal and retaining them. It is also a key factor in attaining competitive advantage.

A. Human Resource Management

An organization's success depends on how it manages its resources, including human resources. Human resource management helps organizations deal effectively with the phases of the employment cycle: pre selection, selection, and post selection.

B. Human Resource Management Pre selection Practices

Human resource planning helps managers anticipate and meet changing needs relating to the acquisition, deployment, and utilization of employees. Next, managers use job analysis for gathering, analyzing, and documenting information about particular jobs.

C. Human Resource Management Selection Practices

In the selection process managers assess the candidates out of the pool of candidates and choose the candidate i.e. Job applicants through a detailed law full procedure. Employees are selected both internally and externally. Selection means choosing the applicants quickly and cost effectively and choosing the right person for the right job.

D. Human Resource Management Post selection Practices

Companies implement post selection practices to maintain or improve their workers' job performance levels. Training is provided to employees to bring betterment in the areas which need improvement so that employees can more effectively participate in the organization's development.

Through performance appraisal, organizations measure employees' job performances and communicate evaluations to them. They are also used to motivate and correct behaviors, and make related HRM decisions such as promotions, demotions, discharges, and pay raises.

All employees must be fairly compensated through pay in the form of wages or salaries. Benefits are additional types of compensation in the form of insurance or employee discounts, or tourism tickets or car etc. The aim of compensation is to establish and retain a competent and loyal work force.

E. Human Resource Management Practices Influenced by External Factors

Managers must consider the impacts of legal and environmental issues at the federal state, and local levels on HRM practices. Different Organizations should prevent discrimination in their practices as well as consider how social, economic, and technological events influence HRM practices.

Organizations must practice workplace justice laws by treating all employees in a fair, non-discriminatory manner. There should be no discrimination on the basis of gender or disabled or pregnancy etc. They must also negotiate with union and keep in mind there in trusts as well as cooperation of union is very necessary for the success of the company.

Legal, social, and political pressures on health and safety matters have a direct impact on HRM practices. Accident prevention and employee assistance programs are ways to ensure the health and mental well-being of employees.

F. Who Is Responsible for Developing and Implementing HRM Practices

Whether a firm has a separate HRM department or not, the responsibility for HRM practices lie with both HR professionals and line managers. The misconception that HR professionals are mainly responsible for implanting HRM practices.

The nature of the HR professional’s roles varies from company to company, depending primarily on the size of the organization. Also the nature of decision.

G. Human Resource Management and Competitive Advantage

It is common practice for a firm to seek and maintain a competitive advantage in order to maintain its position in the marketplace. Firms can accomplish this by effectively managing their human resources. By reducing the cost and to give quality products

Competitive advantage can be attained through cost leadership and product differentiation.

H. HRM Practices and Sustained Competitive Advantage

Creating a competitive advantage is one thing but second most important thing is to sustain that competitive advantage as long as possible. Because the management of human resources is less susceptible to imitation, the competitive advantage achieved through HRM practices is likely to be more sustainable than that achieved by other means. Therefore, a firm should continuously improve its HRM practices to retain that competitive advantage. [1]

II. GENDER DISCRIMINATION IN DIFFERENT SOCIETIES

We want discriminatory practices to end, we should bring change in societal values and attitudes, and equal rights must be enforced by laws because individual members of societies can never think alike.

Women need to seek change in society's views – which not only includes changing how some men think, but also bringing change in how many women think.

In countries where women are imprisoned, tortured, or even put to death for proclaiming their human rights, they are targets of their governments, societies, and cultures. In these countries, change is hard to get done, and often daring. Women are stripped of their rights and dignity. Although these male-driven societies spin around the gender stereo type that men are superior, many of these attitudes twig from religious beliefs, and thousand-year old culture, traditions, and rituals. [2]

TABLE I. CONTRIBUTING FACTOR/S IN GENDER BIAS AND DISCRIMINATION IN EMPLOYMENT AND AT WORKPLACE

Socio-economic Factor	Family Culture	Religious restrictions/values	Acceptance of biasness in the society	Others
60-65%	70-75%	65%	75-90%	40%

A. Society

Female employees commonly think that our society has the culture of accepting biasness and gender discrimination. Almost 90% women believe it to be the most contributing factor.

B. Family Culture

The second highest reason is the individual family culture there is a discriminatory attitude growing from childhood which in the course of time turns into a belief at adulthood. As a result, most adult males have the confidence that they would be preferred in the work place rather than the females.

C. Religious values and restrictions and socio-economic factor

Religious values and restrictions and socio-economic factors are found to contribute almost to the same extent which is 60-65%.

Our societal values and our rules are regulations also have an effect on gender discrimination.

III. STATISTICS ON DISCRIMINATION OF WOMAN

Japan is far behind in gender equality from Azerbaijan, Indonesia and China. Japan is 101 in number from 135 countries according to the world economic forum. Female participation in politics is very negligible and gender pay gap is double in organizations for development countries. So Japan is very slow in gender equality. In Japan there is a strong need to encourage women in leadership roles. [3]

IV. GENDER DISCRIMINATION IN ASIA

Women in Pakistan has to face discrimination both in work-place and at home .she has to do all the work by herself then the remuneration for her to b life is less. But mostly male don't gave job. They prefer that women permission. [4].

TABLE II. EMPLOYMENT STATUS, PARTICIPATION AND UNEMPLOYMENT RATE OF GENDERS [5]

	2008-09	2009-10
Participation Rate	32.8%	33.0%
Male	49.6%	49.5%
Female	14.9%	15.5%
Unemployment Rate	5.5%	5.5%
Male	4.5%	4.4%
Female	9%	9.5%
Employment Status		
Employers	1.2%	1.3%
Self-Employment	33.3%	34.2%
Unpaid Family Helper	29.7%	29.1%
Employees	35.8%	35.4%

V. GENDER DISCRIMINATION AT WORK PLACE

There is a popular notion among many employers who feel that the men have a greater responsibility in supporting the family than the women and therefore have a greater right to the job.

In terms of skill development, women are impeded by their lack of mobility, low literacy levels and prejudiced attitudes toward women. When women negotiate with banks and government officials, they are often ostracized by other men and women in their community. Government and bank officials have preconceived ideas of what women are capable of, and stereotypes of what is considered women's work. [6]

A. Direct And Indirect Discrimination

Workplace discrimination can be characterized as direct or indirect. Direct discrimination involves treating someone less favorably because of their possession of an attribute (e.g., gender, age, race, beliefs, socio-economic status, national origin, disability, etc.), compared with someone without that attribute in the same circumstances. An example of direct discrimination would be not offering a job to a woman because she is likely to take maternity leave whereas a man is not. Indirect discrimination involves setting a condition or requirement which a smaller proportion of those with the attribute are able to comply with, without reasonable justification. [7]

B. Gender discrimination and employee productivity

Gender discrimination has an effect at workplace. This paper includes a survey in which all regression analysis, correlation is conducted to check the relationship between employee productivity and gender discrimination. This study proves that there is a strong relationship between employee productivity and discrimination, but it also effect hiring and promotion of employees.

So managers should keep in mind that by doing this it effects the company performance so they should avoid this thing. [8]

Statistical analysis was conducted in this paper which has revealed that gender discrimination affects the work place both in public and private sector. It results in low motivation and job satisfaction. Passion towards work is inversely proportional to gender discrimination. Level of stress and gender discrimination are directly proportional. [9]

VI. TYPES OF GENDER DISCRIMINATION

A. Pregnancy Discrimination

Pregnancy Discrimination Act Prohibits employers from discriminating against a woman because of pregnancy, childbirth or related medical conditions This includes firing or refusing to hire or promote a woman because she is pregnant, or discriminating against a pregnant woman in the provision of benefits or leave.

B. Discrimination on the basis of pay

All employers should give equal pay to men and women who perform equal work within an establishment or workplace, unless the difference in pay is based on a seniority or merit system, the amount of work the employee actually

produces, or any factor other than sex. Prohibits unequal pay in the context of overtime, uniforms, travel accounts or any other type of wages or benefit of value.

C. Discrimination on equal rank or post

If a man takes a job previously held by a woman, he should not get a higher salary than she did, if the two have similar qualifications. Similarly, a woman taking a job that was held by a man should not be given a lower salary, if she is equally qualified.

D. Standardized jobs should be offered to females

An employer may not require a female manager to perform secretarial tasks if male managers are not required to do that work.

E. Pay should be given according to work equal to men at similar post

A woman should not do administrative work on a secretarial salary if men are not required to do the same. If a male is given a pay at some post woman should also be given the same pay at that post.

F. Discrimination by hiring females only as part time workers

Part-time employees may be paid less than full-time employees, but an employer should not keep women's salaries low simply by classifying only women as part-time. Also, an employer cannot keep only women employees' permanently in temporary positions, so that they are unable to earn sick leave, vacation pay, or other benefits.

G. Discrimination on the basis of benefits

All fringe benefits must be offered equally to both sexes. If insurance benefits are offered to a male worker's family, the same benefits must be offered to a female worker's family. In addition, insurance benefits cannot be offered only to heads of households when the effect is to discriminate against women.

H. Discrimination On the basis of stereotypes

Women are not supposed to be refused for hiring or not promoted on the basis of stereotypes such as a lack of aggressiveness or a high turnover rate.

For example, an employer may try to argue that only men can perform certain construction jobs because the work requires strength. The law requires that if a job actually re-quires strength, each applicant must be permitted to prove his or her ability to perform the job.

I. Discrimination when applying for interviewing of a job

Discrimination laws restrict the type of queries that employers may ask job applicants. There are two general rules regarding application and interview questions.

First, all queries must be job related and related to your aptitude to execute the job.

Second, the interviewers should ask the female candidates the same questions as the male candidates, and vice-versa.

J. Examples

- During lay off employer decides to lay off women with more seniority than men in the same job classification because the employer believes that men, as they should be the last to be laid off as they are important pillars of organization.
- An employer refuses to promote women to management positions

An employer questions female job applicants about their children or marital status but does not question male applicants about theirs. [10].

Men performing the same job as women receive more pay or greater benefits.

- High class jobs are only designed for male employees.
- Jobs for women are irregular and no proper security
- Health conditions are not properly managed
- Wages are very low for female jobs.
- Overburden of work [11]

VII. BARRIERS TO GENDER EQUALITY IN THE ASIAPACIFIC REGION

A. Gender roles of women

Women are working both in markets and in homes. They had the double responsibility. In china women have to take care of their family so sometimes they pay priority to their family, this will develop the gender barriers.

B. Situation and organizational practices

Women are not more educated in Asian countries because their families pay more attention to women roles as mother and homemaker. So due to less education they got low level jobs. Organizational practices like hiring a single woman reserved the specific job for men and not providing a child-care centers for women also shows gender equality.

C. Culture and societal norms

There is a sex stereotypes in India and in China where people have a belief that women should not be advance as compared to their husbands. Wife should earn less than her husband. [12]

VIII. HUMAN RESOURCE PRACTICES IN ASIA

HRM practices differs from one organization to another and from one country to another but the outcome remains the same i.e. HRM practices leads to increase in the productivity and performance of employees as well as of the organization in addition to the traditional HRM practices, many organizations have implemented unique HRM practices according to their needs.

A. Gender roles of women

The gender gap in labor force participation is the highest in Bangladesh, India and Pakistan, exceeding 45 percentage points. But in many countries in South-East Asia and the Pacific it also ranged from 25-40 percentage points. One

positive development is that since 2005 the male-female gap has fallen in most economies, in Bangladesh 11.1 percent-age points and Cambodia 4.8 percentage points.

An exception to this regional pattern is India where women’s participation decreased to 29 per cent, and the gender gap rose by 5.1 percentage points. A number of factors are behind this trend, including more young women attending school, declining employment opportunities for women and unequal access to the same occupations and industries as men. [13]

B. Human Resource Best Practices of Indian Companies

The HRM practices depicted in the table below are some of the innovative HRM practices implemented by the companies in India.

TABLE III. INNOVATIVE HR PRACTICES IN APPLIED IN INDIAN COMPANIES: [16]

S.no	ORGANISATIONS	HRM PRACTICES
01.	JK Lakshmi Cement	Special Task Force, Young Leaders Forum, and Periodic Blood Pressure checkup camps, Quiz competitions, Open House Communication meetings and outbound Training programs.
02.	Grasim Industries Limited	It has been awarded as the best place to work, by Hewitt’s and Economic times in the year 2007 and has implemented several innovative HRM Practices.
03.	TATA AIG General Insurance Co.Ltd	Friday Movie Mania (Popular movies are screened on demand), indoor games and competition annual theme parties like WOW(World of World) where the children of the Employees can spend time in their parent’s place of work, a rewards and recognition program, called “The Success Matrix”, rewards employees on monthly, quarterly and annual basis along with on spot recognition Also. At all branches citations and awards are Displayed on the “Wall of Fame”.
04.	MarutiUdyog Limited (MUL)	Maruti has changed the whole perspective of HR from merely being paper pusher and time keeper to a more active strategic Business partner. Newer initiatives were adapted in performance appraisals competency mapping and job rotations .Communication become more open and transparent by involving active participation of the people in the whole process, excellent teams emerged and the best compensation was offered in the industry for motivating the Workforce.
05.	HCL Technologies Ltd	HCL Technologies gave birth to new concept called as Employee First, Customer Second (EFCS).

		which focuses on giving people, Whatever they need to succeed. CEO Connect in which he is personally available to each And every employee that works in HCL. Functional heads hold down hall meetings through “Employee first governing council” that collectively addresses all the issues and Questions of its employees.
06.	LG India	LG India spends close to Rs.15-17 cores in a year on HR Training .The basic idea behind this is to make employees believe that Nothing is impossible.
07.	Pantaloons (India)	Limited. Pantaloons Retails has talent management programs like ‘GURUKUL’ for training Frontline staff just before they join.

- In channel network is working, all company policies and information is shared with employees that’s why they are going success.
- Corporate strategy. [17]

b) Wage Discrimination in Pakistan: Policies

In Pakistan gender discrimination is due to low levels of education and low technical competence. There are some social norms in Pakistan that prevent the women participation in jobs. Women are doing their job at lower levels. [18]

- Management should hire the employees irrespective of gender. They should provide the equal opportunities to employees.
- Gender discrimination can be reduced by improving infrastructure, providing education and by proper training.
- As a result of globalization, increase in information technology and free market policies results in Asia and pacific globally improvement. Due to this women also involve in markets.

- Female participation can be increased by increasing capabilities and removing social obstacles. It can also be improved by involving women in decision making.
- We should improve our education level. We should change the syllabus, teaching style and should bring change in attitude. Try to make students creative and innovative.

C. Human Resourcepractices in Pakistan

1) ENGRO

a) The key factors and forces that enhance success of ENGRO are

- ENGRO has always emphasized quality assurance in its product and its operations.
- ENGRO's commitment to sustainable development. Sustainability is at the heart of ENGRO's values and is central to the growth and continued success of their company.
- They promote safety in the workplace and progressive human resource practices; they benefit their employees, who are essential to their success.
- It is regarded as a professional company having one of the best management teams in the country practicing the highest standards of corporate governance and business strategy.
- ENGRO is committed to supporting it leadership culture through systems and policies that foster open communication, maintain employees and partner privacy, and assure employee’s health and safety.
- The company's approach to corporate and social responsibility (CSR) is built on respect for the environment and maintaining strong relationship with all key stake-holders.
- Brand leadership.
- Manufacturing technology.
- Economies of scale.
- Core values.
- Diversification of business.
- Management of organization is professional; they are competent to cope with all challenges.

D. Policies Applied in Different Countries

Discrimination in women employment in terms of participation, wages and occupational segregation.

Firstly the participation in East Asia remains the same but the female participation in south East Asia and in south Asia is increased. But the gap between male and female participation still exists.

Secondly wage gap between male and female in Asian countries are very common. In Japan and Korea women have lower pays, but in china women have high pays as com-pared to women in other countries.

Thirdly women in Asia are mostly in service and clerical positions. There are very less no of women at managerial positions.

a) JAPAN: In Japan the employment rate of women increases but still it is less as compared to other industrial countries. There are many factors that prevent the women to be at managerial positions that are fear of promotion, burden of women and male dominant society. These factors continuously exist in society and result in gender discrimination.

b) CHINA: In China there is better position of women employment as compared to Japan but there are some factors like family responsibility, low level of education and lack of female motivation these things prevent women from

becoming managers. But still it is difficult to maintain equality in society. [19]

E. Policies on rights of women

a) *Forms of Discrimination against Women and the Convention on the Rights of The Child contain minimum acceptable standards related to the rights of women and girls. Economic, Social and Cultural Rights requires ensuring the equal rights of women and men with respect to fair wages and equal re-muneration for work of equal value. we should take series of measures to end discrimination against women in all forms, including:*

- Incorporating the principle of equality of men and women in their legal system, finishing all discriminatory laws and adopting appropriate ones preventing discrimination against women;
- Establishing public institutions to ensure the effective protection of women against discrimination
- Ensuring elimination of all acts of discrimination against women by person's organizations. [20]

F. Human Resource Ohio State University: Principles

- Recruitment processes should be designed and conducted so as to result in the most different and qualified applicant pool possible.
- Selection of individual from under representing groups.
- Management should focus on providing environment that ensures diversity and recognize individuals on effective skills.
- Management practices should emphasize prevention of discrimination and harassment.
- Training should be provided to employees and should enhance the opportunities for individuals from underrepresented groups.
- Promotion practices and acknowledges the contributions of individuals from underrepresented groups. [21]

CONCLUSION

Gender discrimination is present in all the societies, but we can reduce it by adopting different HR policies like acknowledging them, providing them training opportunities and awarding them promotions. Many countries are now adopting human resource practices and a significant improvement in gender equality is shown in these countries. So by taking voluntary measures we can result in gender equality.

HRM means to utilize the humans in a way that company can attain maximum benefit plus it can please the employees. So if organization is discriminating in some way women society will hold grudges against the management and will not provide there hundred percent. .

Every organization should consider it important to pay attention to their employees by providing them comfortable

environment and to maintain equality in the organization we should design our recruitment process in the more versatile way so that we can select every qualified applicant from the desired pool of applicants and by compensating them equivalent to their services without biasness only by doing so productivity of organization can be increased and employees can be retained. Also the organization with loyal and satisfied employees is likely able to attain comparative advantage.

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