

Gender inequality regimes and inclusive work places

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Programme

- Gender inequality (regimes)
- Organizational structure
- Organizational culture
- (Inclusive leadership)

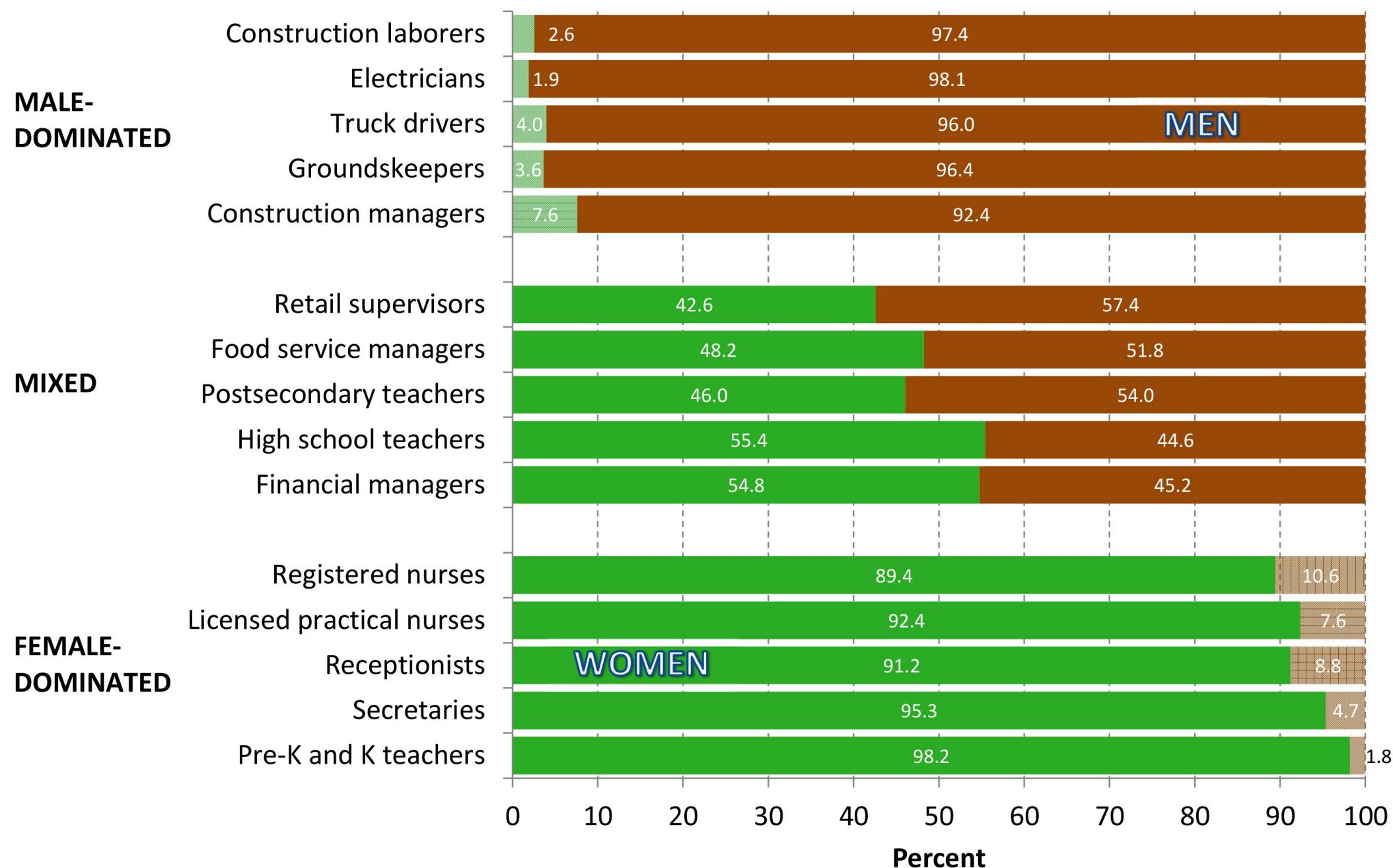
Quantitative indicators of inequality in labour market

- Horizontal segregation
- Vertical segregation
- Contract segregation

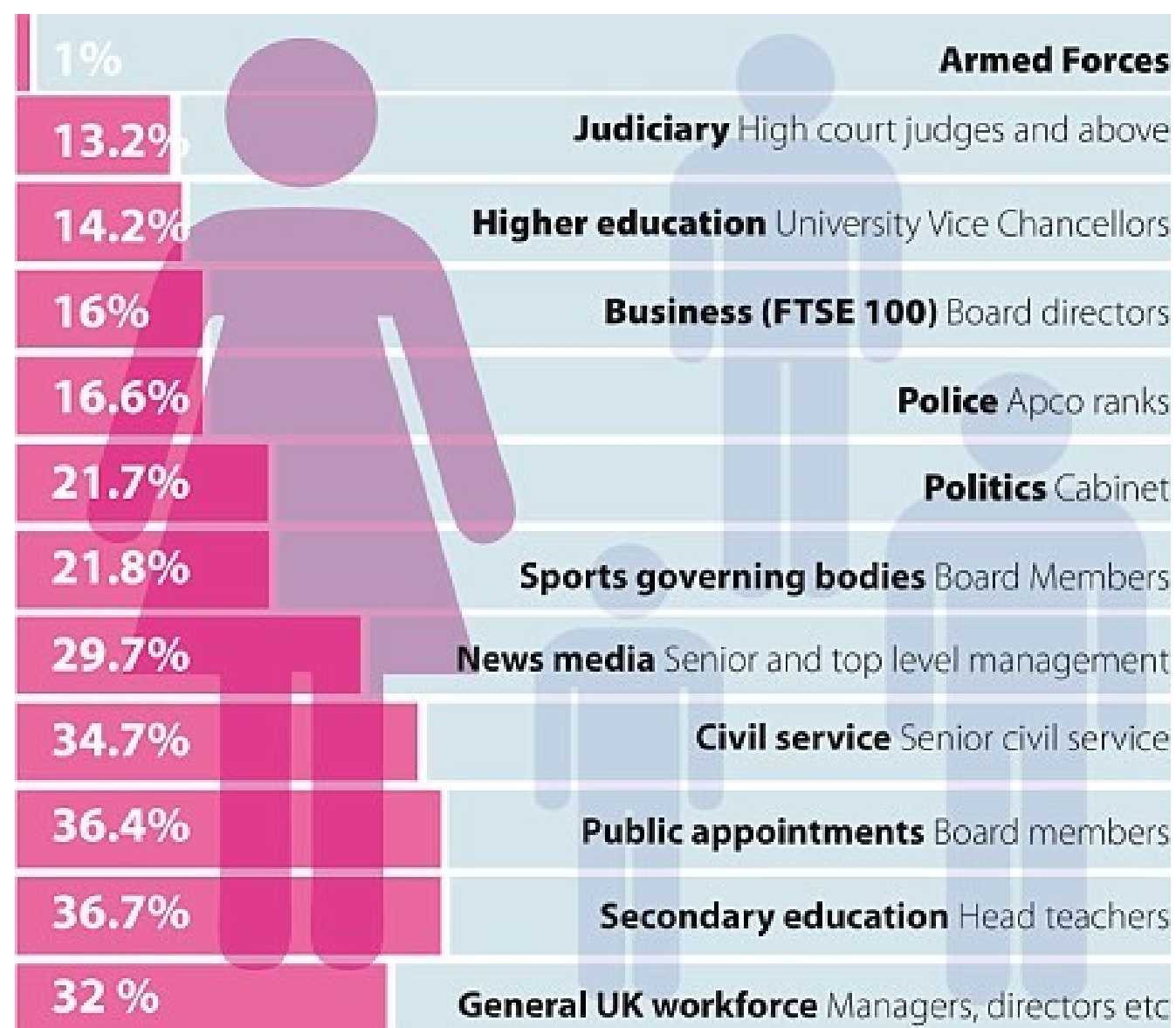


Horizontal segregation

Gender composition of selected occupations



Vertical segregation



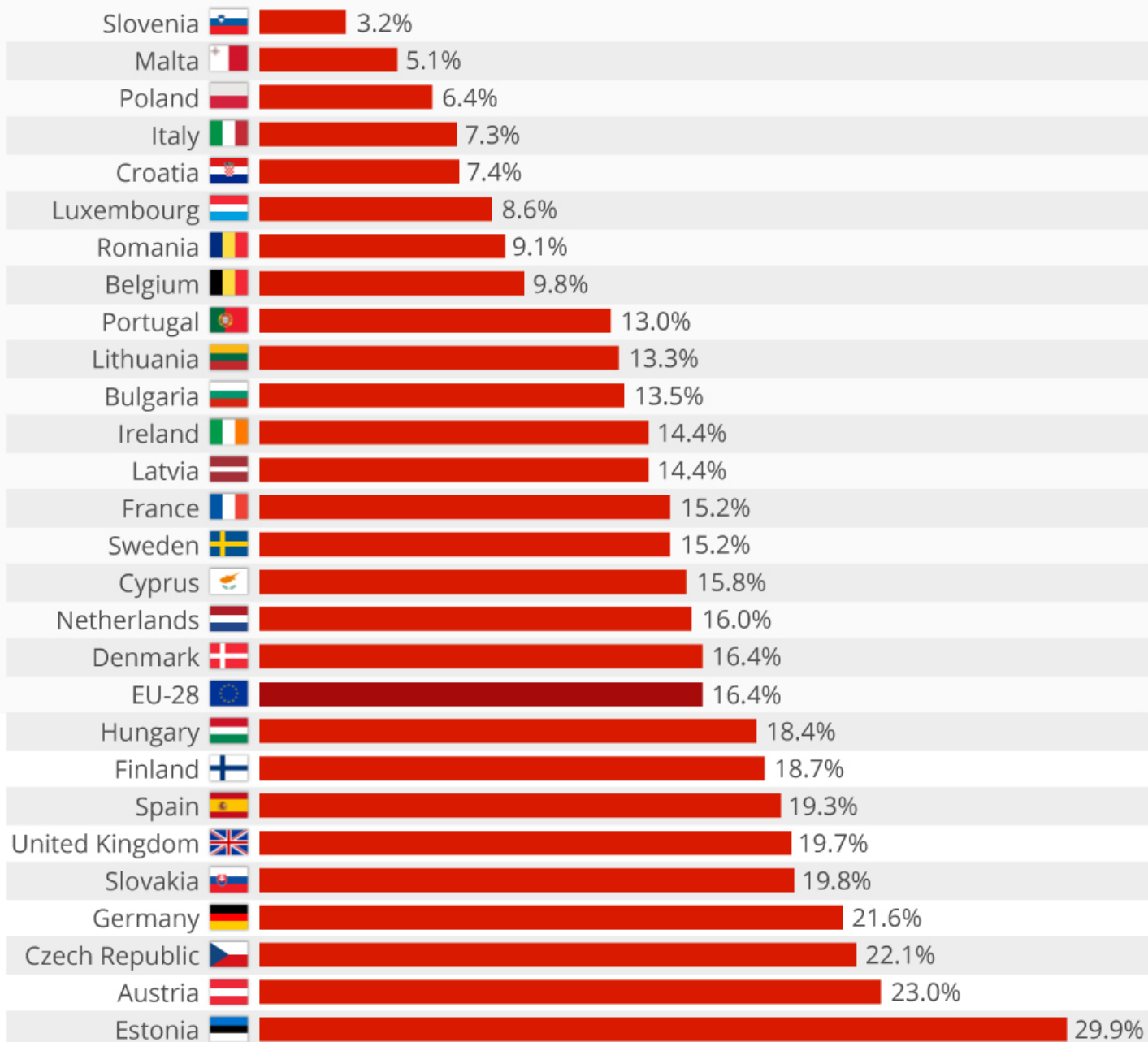
- Top/ senior management
- Decision making power
- High paid positions

- Work floor
- Less decision making power
- Low paid positions

Contract segregation

The EU's Gender Pay Gap Visualised

Estimated difference between average gross hourly earnings of men & women*



- Pay/ bonuses
- Type of contract (permanent or fixed time)
- Full time/part time
- Pregnancy discrimination

Explanations for gender inequality

- **Micro** (individual):
 - Human capital theory
 - Preference theory
 - Cognitive bias
- **Meso** (organizational):
 - Token Theory (Kanter, 1977)
 - Inequality regimes (Acker, 2006)
 - Relational Inequality Theory (Avent-Holt & Tomaskovic-Devey, 2018)
- **Macro** (societal/political)
 - EU/ Governmental policies, laws & regulations (Political sciences)
 - Societal discourses (Sociology)
 - Patriarchy (Feminist theory)
 - Colonialism (Postcolonial theory/Transnational feminist theory)
 - Role of capitalism (Marxist theory)

Inequality regimes (Acker 2006)

- “Interlocked practices and processes that result in continuing inequalities in all work organizations”
- **Unique**
- **Linked to macro context**
- **Changing**
- **Impact on interventions**



Inequality regimes

- Organizational structures
- Organizational culture
- Leadership



Organizational structures

- Decision making power
- Precarious positions
- Salary differences (O'Neill, 2019)
- Division of tasks
 - Horizontal segregation (EU 2018)
 - Service work (Heijstra et al 2017; De Pater 2005)
- Recruitment and selection (Van den Brink et al 2016; Castella 2014)
- Work environment





Organizational culture

- Discrimination, bias, exclusion (Van der Toorn, 2017, Van Laer & Janssens 2011)
- Workplace harassment (Samnani & Singh 2016)
- Symbolic: ideal worker/leader/manager (Acker 2006; Benschop & Van den Brink 2018)



Inclusive leadership

A set of leader behaviors that are focused on facilitating group members feeling part of the group (belongingness) and retaining their sense of individuality (uniqueness) while contributing to group processes and outcomes (Randel et al 2018)

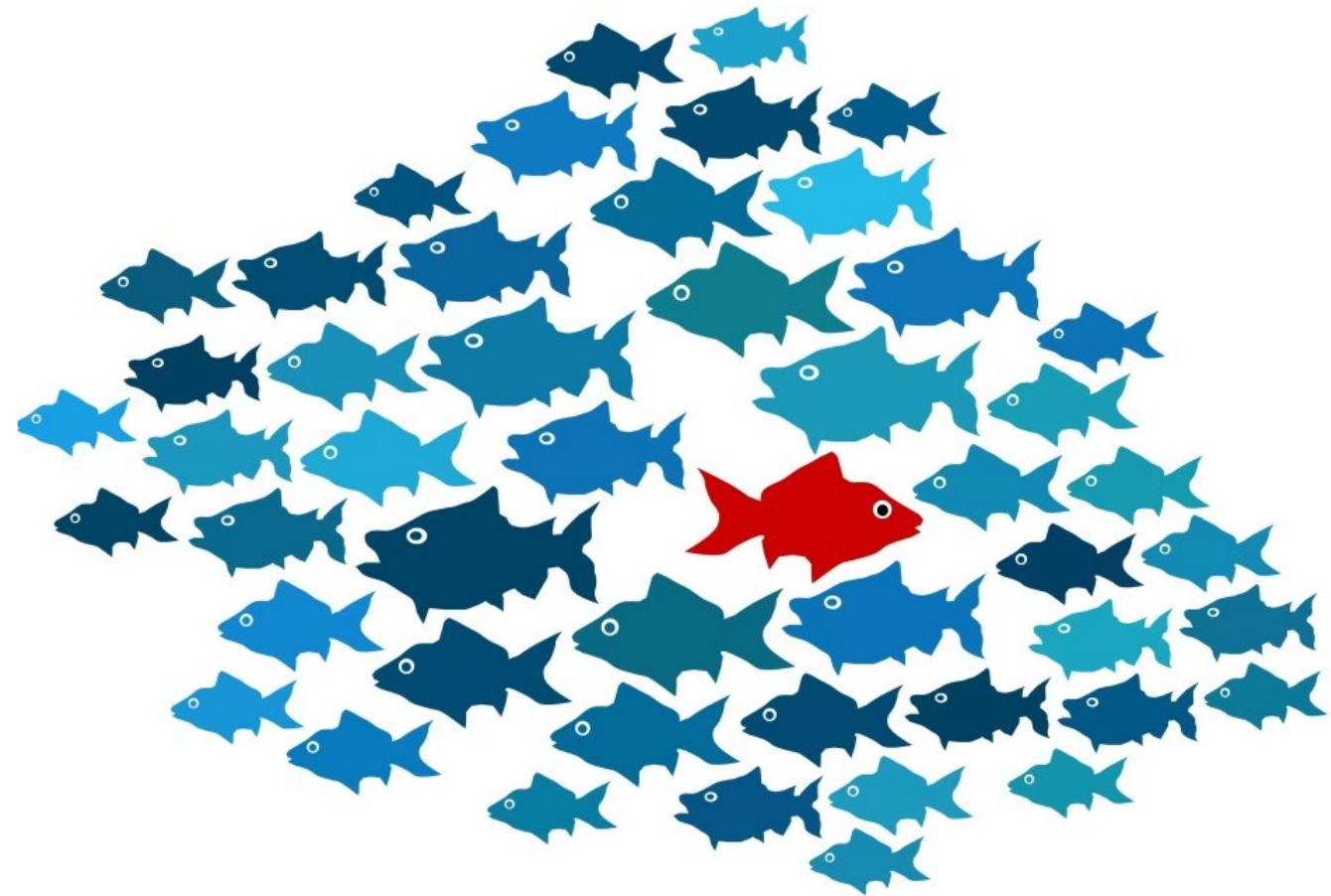
Facilitating belongingness

- Supporting group members
- Ensuring justice and equity
- Shared decision making



Indicating value for uniqueness

- Encouraging diverse contributions
- Helping group members fully contribute



Inclusive leadership

- Positive relationships with:
 - Psychological safety (Carmeli, Reiter-Palmon, & Ziv, 2010; Hirak, Peng, Carmeli, & Schaubroeck, 2012; Nembhard & Edmondson, 2006)
 - Employee involvement (Carmeli et al., 2010)
 - Work engagement (Choi, Tran, & Park, 2015)
 - Enhanced unit performance (Hirak et al., 2012)