Application of Managerial Economics Models to Reduce Gender Discrimination at Workplace: An Exploratory Research

Mrs. Sushila
Assistant Professor (Economics),
Govt. College, Sidhrawali, Distt. - Gurugram, (Haryana)122413

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ABSTRACT: The origin of gender discrimination arises with human civilization as ancient history proves and it involved in all activities of human life weather religion, political, education and workplace etc with emergence of all these. Gender Discrimination at Workplace is Normative Statement and society accepts without any argue on public platform. At workplace, it can be divided mainly into two forms namely physical and mental discrimination. In physical discrimination, one entity (men or women) under-estimate to another in physical stamina and in mental discrimination, one entity mentally harass to another entity. Statistically, women position is not better at workplace and society. As per UNDP HDI, Gender Disparity Index, India has 127th rank out of 160 countries in 2018. WEF gives 108th rank in women inequality to our country in Global Gender Gap Report 2018. Almost all states in red zone on gender inequality as per NITI Aayog report 2018. Haryana state has 32th Rank out of 36 states & UT's. Literatures are fully statistically proved about women exploitation in the various fields in the society. Women position at workplace in India is not in satisfactory position as literature fully lodge this fact finding analysis. Indian organization more prefer to men over women in job as per World Bank report on 30 march 2018. Woman employees facing various discriminations at workplaces in the world. For this end, Managerial Economics Models can play vital role to reduce gender inequality at the workplace. If, the Managerial Economics models uses properly than outcome near to the mean as per its universality. Different kinds of Managerial Economics training modules help to set off the gender bias against women and make the discrimination free environment in the organization. Motivational and leadership techniques also helpful to reduce gender inequality at workplace if properly adopt. In this research paper, I have made analysis the exploratory research problem and applied universal applicable Managerial Economics models to solve the problem. As per literature record, the application of Managerial Economics models in solving gender discrimination hardly used at the workplace. So, that's why the problem has exploratory in nature. In my paper, various significant Managerial Economics models like Sensitivity Model, Work Distribution & Analysis Model, Equal Remuneration Model, Leadership Managerial Economics Model, Conflict Managerial Economics Model etc. used to reduce gender discrimination at workplace.

Key Words: Managerial Economics Models, Gender Diversity, Thematic Apperception Test (TAT), Hello Error Effect (HEE), Sensitivity Training, Job Analysis, Conflict Managerial Economics Techniques (CMET), Performance Appraisal, Gang Plunk Model, Equal Remuneration Model, Occupational Inequality etc.

Objectives
The primary objective is to explore the problem statement for more detailed study. With the consideration of exploratory research, there are following objectives of this paper:
1) To investigate the application of Managerial Economics models in solving gender discrimination at work places.
2) To explore the ways to application of Managerial Economics models in the problem.

Hypothesis
1) Managerial Economics Models are irrelevant to redressal the gender inequality at workplace and only imaginary in nature.
2) Managerial Economics Models are relevant to redressal the gender inequality at workplace as per its universality and have significant role in problem statement.

Methodology
The problem is exploratory in nature and that's why there is no availability of literatures which shows direct relationship in problem statement but various research literatures strictly proves applicability of Managerial Economics models in various issues i.e. reduce gender discrimination at workplace due to
models universality. Secondary data has examined as well as primary data used on limited ground i.e. Thematic Apperception Test (TAT), Hello Error Effect (HEE) in problem statement. There are 20 working women interviewed from different workplace i.e. education, health, company for examined the issue.

Gender Discrimination at Workplace
Gender discrimination at workplace is originated with the evolution of economic & non-economic activities with different forms. It is changed its form with the nature of work. On the basis of study, there are following gender discrimination prevailing at the workplace:-

- **Low salary to women employees**: there is gender bias in remuneration in the world. Women employees have low salary on the same position than male gender at the workplace in almost countries. Same work is not measure with same salary. For instance, Equal Remuneration Act 1976 not implemented properly in our country in private sector and as well as breach the Hon'ble Supreme Court judgment on "Equal Pay Equal Work".

- **Women participation on lower level position is excessive than men**: women are facing position bias in the world. They have provided lower level and junior position on some extent at workplace. There is very limited opportunity provides to them on upper level position in the organization. This position bias breach the fundamental right Article-15 "secures the citizens from every sort of discrimination by the State, on the grounds of religion, race, caste, sex or place of birth or any of them with some exceptions”

- **Lack of responsibility & authority to gender specific**: In very countable case, an employer provides equal authority and responsibility to women employees. Even women employees have to report to equal positioned male employee in many cases i.e. medical and technical sectors suffering this problem excessively. This bias breach the Peter F. Drucker “Equal Authority & Responsibility Principle” in the organization.

- **Promotion bias and no equal opportunity**: Women & other weaker section of the society like SC/ST, disabled person, transgender etc have to face promotion bias. This is called “Unconscious Bias”(attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner) in Managerial Economics term and it can cause to miss out on promoting the most qualified gender at the position.

- **Sexual harassment**: very widely condoming & practicing bias at the workplace is sexual harassment with women and children. First of all, in the Vishaka vs. State of Rajasthan case, Hon'ble Supreme Court of India characterized lewd behavior at the workplace in 1977 in as undesirable physical contact, demand & additionally the show of explicit material and whether verbal or non-verbal sexual conduct.

- **Pregnancy discrimination**: pregnancy discrimination prevailing with speedy nature and avoiding to Maternity Benefit Act 1961 especially, in private sector and un-organized sector is full of cup at this matter.

- **Interview Biased**: Interview module operandi is differing as per gender. For example, if a women candidate is facing interview than she have to face some biased questions i.e. whether you are married, have kids or plan to have in the future but male applicant are exempt from these questions.

- **Termination Discrimination**: Women termination is more speedy than male from the work and this practice is widely adopted in un-organized sector. They have to understand substitute of male employee.

- **Religious & Caste Discrimination**: Religious discrimination is ancient problem in our country which prevailing in workplace also. People face lot off problems from both side whether minority or majority. The issue of a Muslim MBA student Zeeshan Khan having been refused employment by a private company Hari Krishna Exports Pvt. Ltd. on the ground that he is a Muslim, has attracted a lot of media attention on May, 2015. As well as, castism is also a major discrimination wall at workplace.

- **No Equal Choice of Work**: in the organization, women have any equal choice of work available in our country in private sectors. Technical field is suffering from lack of female employees due to traditional concept about profession.

- **Hello Error Effect/Biased**: this is common bias which starts from recruitment to promotion in the organization and mainly applies on women & schedule caste employees.

- **Working Time Bias**: arrival & departure time, night shift, holidays, creach facility etc are some
basic issues which create gender discrimination at workplace.

- **Glass Ceiling Biased:** It refers to an artificial barrier based on stereotype attitude that prevent qualified women from lower level position to upper level position.

**Exploratory Analysis & Discussion on Managerial Economics Models to Reduce Gender Discrimination**

Managerial Economics models refer to the Managerial Economics principles, techniques, theories or concept which is widely used in organizational issues at workplace. These models are applicable in all fields whether economic or non-economic activities conducted in the organization i.e. political, religious, education, factory, company etc. Models have universality in nature due to its applicability in all fields and that’s why, these models also helpful to reduce the gender discrimination at the workplace. Some of the popular models are described below:-

**Sensitivity Training Model**

This model is developed by Kurt Lewin & Roneld Lippitt in 1940 for development of manpower skill, abilities, and mutual understandings in the organization. It is very helpful for increasing openness and kind hart to each other in the group without distinguish gender discrimination. It reduces prejudice among each other and increases the listening abilities, Fair competition and supportive nature of individual. According to this model, Students who studied co-education are very well in understanding to opposite sex and get more support than students who studied without co-education. Sensitivity training model is a group modeling technique which concentrates to develop a better awareness to each other in the group with role playing. This training addresses very well to gender issues and focus on interpersonal relation in the organization. So, this training model is proactive approach in reducing gender discrimination at workplace with following pros:

- Due to contemporary workplace diversity, sensitivity training model is helpful in adopting the various needs, customs and characteristics of specific gender.
- It cultivates good interpersonal relation with members of the team and improves effective communication skills among parties without prejudice.
- This technique increase openness and respective ideology in the group which is effective in reduce gender related problems.
- It educate participant about diversity styles, skills, thoughts and constructive behavior in the group.
- It is also develop corrective emotional and social attitude with normative action which reduce prejudice mentality of individual.

Although, this technique is widely used to uplift of human resource in organization but this is not panacea remedy. There are some limitations also of this Managerial Economics training model as:

- This technique can be adopted only for small group. It is not effective in large group.
- This is valuable time consuming process at the workplace.
- It is behavior modeling technique and behavior of individual is subject to change according to circumstances.

**Work Distribution & Analysis Model**

First of all, Adam Smith in his book “The Wealth of Nation” describes the importance of division of labour/workforce as per the requirement of the nation. This model is based on the nature of work (Job Analysis) and distribution of that work (Job Specification) at workplace. Work distribution inequality is the unequal treatment with people based on gender, sexuality, height, weight, or race discrimination. The greater the segregation in the organization, the greater the work distribution and work analysis at the workplace. For this purpose different questionnaire used i.e. Comprehensive occupational Data Analysis Program, Position Analysis Question, Functional Job Analysis, Managerial Economics Position Description Questionnaire, Job Analysis Information Form etc.

This model is very significant to overcome the problem statement due to “Right Person for Right place at the Job” principle. If the work distribution is properly implemented than organization smoothly find out its objectives without any kind of conflicts. Nature has made some difference between man and women. If these differences due care at the time of distribution of work than gender discrimination can be reduced up to
certain limits. Hello Error Effect is also work at the time of distribution of work and at the time of performance appraisal of women. 10 male executive accepts that they under-estimate of their female worker due to gender. So, this model is helpful to reduce the gender discrimination with following pros:

- This model create right of equality in the organization which might reduce various issues i.e. gender discrimination.
- Every gender have different stamina and this model apply each gender requirement on particular task which helpful to create friendly environment in the organization.
- It is helpful in recruitment, selection, training and promotion of employees in the organization which reduce various issues and gender discrimination is one of it.

Although, there is occupational inequality in Indian society like some jobs understand women friendly i.e. teaching, nursing and some jobs understand men friendly i.e. Army, technical etc. but this myth is going on from the society and model can be applicable every job. Women are joining challenging jobs rapidly.

Author’s Comment: This model is based on “Right Person for Right Job” and this principle short-out almost issues at the workplace i.e. gender discrimination

**Equal Remuneration Model**

Various wages theories of economics helpful to manager for fixation of wage without prejudice of gender discrimination such as Wage fund theory, Subsistence theory, Marginal productivity theory etc. Equal pay for equal work is employee right and judiciary judgment is full with literatures. According to this Managerial Economics model, employer should not make distinguish in salary of two or more people who working on the same nature of work on the base of gender, religion, race etc. it is also against our constitutional soul. Unfortunately, state is also making distinguish on different artificial grounds which rejected by apex court time to time.

There is gender discrimination in pay scale for the same nature of job in our country. Women employees suffer up to 30% pay gap as compare to men on the same nature of job as per International Labour Organization report 2017. If, this model follow by employer than almost issues redressed and gender discrimination is one of it. However, Equal Remuneration Act 1976 ruling in our country but situation is not so fruit full. Equal remuneration model has following significance to reduce gender discrimination:

- This model is helpful to make financial competent to women and other weaker section of the society which reduce gender discrimination.
- This model uplifts the women and weaker section living standard and prompt to take self decision which reduces gender discrimination also.
- This model also helpful to make cooperative environment in the organization which cause to reduce various disputes in the organization and women equality is one of it.

Author’s Comment: This model makes financial strengthen to women and helpful to take self decisions of life which make vital role of women in the society.

**Leadership Managerial Economics Model**

Who is good leader whether man or women? Society at large assumed that women's are not good leader. Heather Murphy in his research analyses that both men and women almost draw a MAN when asked to draw an effective leader. As per Murphy research reported, “Even when a women acts like a leader, her talents are less likely to be identified as leadership because the generally accepted profile of a leader is a man.” TAT test has conducted to examine the behavior of man and women on that issue. One photo of man showed to 20 working women separately and asked to identify then post of that man. The result was shocking and 16 women identified to that man as a leader (as a apex post held in the organization).

Managerial Economics Leadership model clarifies provides answer of the above gender discriminated approach. According to Trait theories of leadership, leaders are identified from his/her traits and characteristic. Gender does not matter to be a good leader. Men and women tend to have some special characteristic or qualities which connected with leadership. So, according to leadership Managerial Economics model, there is no need to make gender discrimination on that issue and these are the qualities which are associated with leadership. There are following pros of this model:

- This model reduces gender discrimination as based on traits and characteristics of gender.
This model proves that who is good leader without making distinguish of gender.

This model points out that how to women participation increase in the organization.

**Finding of the Study:** There is gender discrimination at workplaces and Managerial Economics models helpful to reduce gender related problems in the organization. Managerial Economics models play vital role to reduce gender discrimination at the workplace and there are various another models also exists which help to overcome the problem statement such as Gang Plank Model helpful to reduce sexual harassment of women at the workplace. As well as, if there is gender specific issues find out in the organization than conflict Managerial Economics technique can be used. In short, these models are vital to find out the solution of problem statement.

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