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The role of corporate culture in suppressing discriminating practices against women's careers

Hendratmoko^{1*}

Tedy Wijaya²

¹² Management Departement, Kwik Kian Gie School Business and Information Technology, Jakarta, Indonesia.

*Corresponding address: hendratmoko@kwikkiangie.ac.id

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ABSTRACT

A career is an individual's journey to achieve a better goal. Corporate culture is an important thing that a company must have. Discrimination is common in heterogeneous communities. This study aims to understand corporate culture's role in efforts to suppress discriminatory practices against women's careers. This study used a descriptive qualitative approach. This study used three informants who worked at PT. KE Farmasi in North Jakarta. In addition to secondary data, this study also used primary data from interviews with informants. The results of this study show that there are still discriminatory practices against women's careers in companies. Prejudice and stereotypes are one of the reasons why discriminatory practices still occur against women's careers. Performance-based corporate culture is one way to avoid discriminatory practices against women's careers. This research is expected to contribute to the importance of performance-based corporate culture.

INTRODUCTION

A career is an individual's journey to achieve better goals. Every individual, both men and women, has the same opportunities and rights in a career. However, gender discrimination still occurs in career opportunities (Ashencaen Crabtree & Shiel, 2019). Minority groups are often considered incompetent in specific jobs. (Iheduru-Anderson, 2020). Women are also considered a minority group, especially in particular positions.

A person's career is often influenced by talent, capacity and ambition. Adaptability is important in developing a person's career (Kirchknopf, 2020). Adaptability is also one of the factors for someone to be able to have a promising career (Kirchknopf, 2020). Educational background plays an important role when someone pursues a career. With an excellent academic background appropriate to their field, someone can have the opportunity to have a better job. Women should have equal career opportunities in a company. Educational level factors drive differences in productivity, impact, and career length (Huang et al., 2020). Unfortunately, women's education and employment opportunities are sometimes not as great as those for men (Sarwar & Imran, 2019). Various barriers influence women's career advancement in higher education (White & Goriss-Hunter, 2021). A survey of three hundred students showed that parents' economic status, social class, and financial support influenced students' career decisions at their educational level (Sahu et al., 2021). This fact, of course, adds to other problems for women in getting proper and better education.

LITERATURE REVIEW

A person's career in a company is also influenced by company culture. A company culture that does not support gender equality will narrow opportunities for women to pursue careers. This conclusion is revealed in the overall number of Black nurses at the Institute for Diversity in Health Management remaining significantly low (Iheduru-Anderson, 2020). A good company culture will certainly give women greater opportunities for careers. Educational improvements and policy interventions have failed to translate into proportional increases in women's representation in the workforce in many regions of the world; making progress towards a just workplace is promising but complicated (Sarwar & Imran, 2019). We can witness that company culture still plays a vital role in women's career development.

Company culture is an important thing that a company must have. Corporate culture is an essential driver of business value (Graham et al., 2022). The better a company's culture, the more it will encourage company performance.

A hostile work environment has a negative effect on individual interactions within the company (Sharma et al., 2021). A managerial commitment must be created to create a good, efficient and adaptive company culture (Qamruzzaman & Karim, 2020).

Corporate culture is the norms adhered to by individuals in a company. Corporate culture is a pattern of shared basic assumptions held by individuals in a company. These assumptions include ways of working, learning, understanding,

thinking and feeling concerning the problems faced in a company (Cherian et al., 2021). Communication efficiency and corporate culture are values that differentiate one company from another. Corporate culture is the soul and essence of a company and is an essential factor that determines company performance and sustainable development (Sun & Li, 2021). Management level plays a vital role (Pisar & Mazo, 2020). Company culture reflects the values held by individuals in the company. Corporate culture is a specific set of fundamental values and beliefs rooted within a company that provides a code of ethics and guides a company's activities and behavior. (Wang & Huang, 2022).

Company culture differentiates one company from another. Culture differentiates one company from another (Lorincová et al., 2022). Company culture is usually born from the founders' minds, as manifested in the company's vision, mission, strategy and goals. After that, the company's vision, mission, strategy, and goals are socialized to all individuals (Košíčiarová et al., 2021).

A good company culture will produce good values. These good values will have a positive impact on stakeholders, including customers. A good company culture will stimulate the emergence of innovation for individuals in the company. A good company culture will encourage risk-taking and tolerance for failure in the short term (Wang et al., 2021).

Discrimination is a common thing that occurs in heterogeneous groups of society. Discrimination occurs when an individual or organization establishes unfair conditions that interfere with another person's ability to successfully perform their job, usually based on specific attributes such as gender and race/ethnicity. (Jahnke et al., 2019).

Acts of discrimination will harm certain groups. Gender-based discrimination and sexual harassment against female doctors are well documented. (Lu et al., 2020). Discrimination and harassment include a variety of humiliating and hostile behavior and lead to things that are detrimental to the work environment (Sharma et al., 2021).

Discrimination can be in gender, ethnicity, race, religion, social status, etc. Gender stereotypes are often displayed by media or facilities accessible to the public. These stereotypes often form wrong prejudices against women (Tabassum & Nayak, 2021). The thing most often discussed in the gender gap is the issue of discrimination. General policies on how to overcome the causes of discrimination are also often discussed (Stewart-Williams & Halsey, 2021). Discrimination is also the cause of unfavorable conditions for women in the workplace (Lall et al., 2021).

Acts of discrimination within a company, usually in career opportunities. Never before has the issue of gender inequality been discussed so widely or so fiercely contested as it has been in recent years. (Stewart-Williams & Halsey, 2021). The media is assumed to play an essential role in achieving gender equality. (Vandenberghe, 2019). Discrimination occurs when an individual or organization establishes unfair conditions that interfere with another person's ability to successfully perform their job, usually based on specific attributes such as gender and race/ethnicity (Jahnke et al., 2019).

Acts of discrimination often occur against minority groups. Black circles are still uncomfortable with white leadership. White people are always considered to try to

maintain their comfort. Whites each assume that the abilities of blacks are not yet equal to those of whites (Iheduru-Anderson, 2020). In terms of equality for education, it is not yet fully implemented. Likewise, gender equality in society, especially in the workplace, is still not appropriately implemented. For example, female graduates are usually paid less than male graduates (Ashencaen Crabtree & Shiel, 2019). Racial and ethnic minorities are more likely to distrust the systems built into the healthcare system (Bazargan et al., 2021). In this case, minorities still feel that there are acts of discrimination against them, including, in this case women.

In reality, there are still many women who do not have the same opportunities in their careers. There are still many companies that prioritize men in top management positions. Men's career advancement among faculty members is faster than women's. Female members tend not to progress more than male members (Ashencaen Crabtree & Shiel, 2019). Women can also receive unequal treatment in pursuing their careers in the workplace (Lall et al., 2021). Women are considered weaker than men. This presumption happens because gender stereotypes still exist. These stereotypes are a significant problem for women's career development in management (Tabassum & Nayak, 2021).

Stereotypes occur due to a lack of insight and an unsupportive company culture. If the company culture is good, negative stereotypes against women can be avoided. Company culture must start from the management level. Without an example from superiors, this culture cannot run effectively. A performance-based culture will reduce subjective judgment. A performance-based culture can also avoid prejudice and stereotypical views.

In short, building a good corporate culture will avoid discriminatory practices in the company. Building a performance-based company culture will provide equal opportunities for women to pursue careers. The research aims to understand the role of corporate culture in efforts to suppress discriminatory practices against women's careers.

RESEARCH METHOD

This research uses a descriptive qualitative approach. Inductive qualitative research aims to obtain in-depth information from informants about what is essential in the studied context (Pratt et al., 2020). The strength of qualitative research is recognized as having a high level of information accuracy because the informants have information and experience with the object being researched (O'Connor & Joffe, 2020).

This research used three informants who worked at PT. KAEX Pharmacy in North Jakarta (Table 1). Apart from secondary data, this research also uses primary data from interviews with informants. The questions asked to informants were probing so that researchers could achieve research objectives (Galehdar et al., 2020).

Table 1. Profile of the Informants

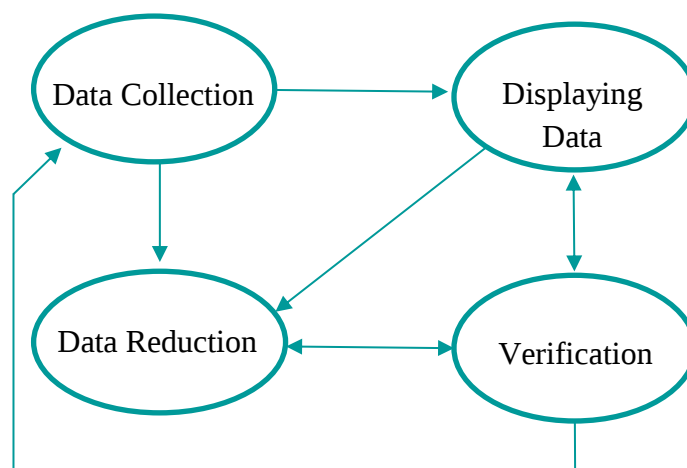
Nickname	Age	Managerial Position	Office
Sis	40 years	Association Manager	PT. KE Farmasi North Jakarta

EW	46 years	Finance Coordinator	PT. KE Farmasi North Jakarta
AN	42 years	Sr. Supervisor Accounting	PT. KE Farmasi North Jakarta

Data was taken through interviews, observation, and documentation. The triangulation method reached consensus on interpretation to ensure validity and confidence in the research results (Verhoeven et al., 2020). The procedure of data collection is displayed in Figure 1.

Figure 1

Data Collection Procedure



RESULT

Discriminatory practices in the corporate environment still exist. This practice occurs because the company culture still provides opportunities for discriminatory practices. The practice of discrimination against some female employees in terms of pursuing career paths also still exists. A company culture that is not transparent increases discriminatory practices in women's career paths.

The results of this research show that many women still do not have the same opportunities in their careers. According to Sis, she does not see any discrimination in career opportunities for women in her current workplace. Meanwhile, EW witnessed a friend from his office had experienced discrimination in his career. EW revealed that there are female employees with a strata two educational level. These women also have quite a lot of work experience. Unfortunately, this woman never held a managerial-level position.

DISCUSSION

AN has his own experience regarding discrimination. At that time, she was pregnant. Her boss questioned what would happen if she took leave while pregnant and had

children. His superiors were concerned that this would affect his productivity and performance in the company. AN's superiors still believe it is discriminatory between male and female employees. Discrimination policies often influence women's selection and appointment as leaders (Muraya et al., 2019). Discrimination against workers is still frequently reported (Stingeni et al., 2021). The influence of superiors on discriminatory practices is quite considerable.

There are still many companies that prioritize male employees for top management positions. Sis said that gender discrimination was more due to superiors' subjective views of certain people who were their subordinates. Women are only minimally represented in senior-level leadership roles (Cosentino et al., 2021). This fact confirms that female employees are not selected for certain positions because of discriminatory practices in the company (Vandenberghe, 2019).

Meanwhile, EW believes that gender discrimination occurs and is experienced by women. With the same level of education and experience, companies tend to prioritize male employees for certain positions at the management level.

AN has experienced discrimination in terms of career. This is due to two things, namely, prejudice and stereotypes towards certain genders. At that time, AN failed to get a higher position. Her boss thought that family problems often bothered women a lot. Gender stereotypes persist and will continue to create issues in women's career advancement (Tabassum & Nayak, 2021). Sociology and criminology have long discussed stigma (Xu et al., 2021).

Women are considered weaker than men. Sis said that the notion that women are more vulnerable does not exist in her company. Both men and women have the same opportunities for careers. Meanwhile, EW said there is still an opinion that women are less capable than men. For strategic positions, men are usually given more priority. Women are considered incapable of making strategic decisions. AN revealed that women are considered less courageous in making strategic decisions.

Men are considered more capable in positions that require strategic decisions—a more complete picture of the causes of unequal sex ratios (Stewart-Williams & Halsey, 2021). Evidence of gender differences in academia shows that women are underrepresented in most disciplines and publish fewer articles throughout their careers (Huang et al., 2020). Discrimination occurs when an individual or organization establishes unfair conditions that interfere with another person's ability to do their job successfully—usually based on specific attributes such as gender and race/ethnicity (Jahnke et al., 2019).

CONCLUSION

The role of corporate culture in suppressing discrimination against women's careers is crucial. A good company culture will provide equal space and opportunities for

women to pursue career paths. A performance-based company culture can avoid subjective assessments and prejudice against women in occupying strategic positions. A performance-based company culture is one way to prevent discriminatory practices in women's career paths. Company culture cannot be written down enough but must be understood and implemented by all individuals in the company. There needs to be rewards and punishments for individuals who violate company culture.

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