

## **Is Selection Mechanism an Issue for Gender Equality? A Study Based on Top 3 Key Organs of the State**

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*The basic objective of this study was to analyze the enforcement of the international conventions particularly (CEDAW) 1979 and UN Beijing Platform 1995 which stresses gender equality in all the decision making levels across the globe and discuss them in the light of earlier findings related to selection mechanism. Data was collected from the official websites of the G8 pulse China and Australia, the advanced and most powerful countries of the international comity. This study has identified that gender equality in the top public management institution a major issue for the implementation of international conventions of equal gender in all decision making levels. It has been concluded that the major cause of the gender inequality in the top governmental management is the selection mechanism that reflects poor will of the most effective world's powerful government to formulate such public policies that may encourage and promote gender selection both at regional and international level.*

### **INTRODUCTION**

Regardless of the nature, size and type of the organizations, the human element in the form of employees play a key role in developing and executing the different functions for the smooth and successful running of the organizations both at the micro and macro level. Organizations in both public and private sector struggle to acquire and maintain the competitive advantage through the best possible use of human and social capital to enhance the workforce diversity. Earlier researchers have found that women is the only component of the social diversity and in the light of Eastern Europe, North America and Scandinavia countries studies he has found that the under representation of women's has caused a great positive impact on the public policies and an issue for the democratic setup of these governments (Norris, 2006). The organizations or institutions of both public and private sector need human and social capital based on male and female who are the basic components of the workforce diversity, that cause positive and successful organizational performance. Weidekamm and Willer (2012) argued that diversity due to gender on the top positions brings various advantages in the way of making decisions in a specific situation because both male and female way of assessment to handle a specific situation is different that leads in the benefit of organization but the gender equality has always become an issue of how to measure it because it has always remained a political issue based on the priorities of the decision makers in the organizations (Moser, 2007).

In this era the awareness of the women significance has become an evident and fact that the women are being considered an integral part in each and every level, for which various forums have been arranged and organized at both national and international level specially CEDAW) 1979 and UN Beijing Platform 1995 are most important to mention. Researchers have identified that the women perceive the different situation from a particular point of view their male counterparts which enhances the possibility of enhancing the decision in a particular situation unique and with higher favorable outcomes for the organizations and for government if that decision is being made on the top level. Here it is pertinent to say that the selection of a female is equally significant as it is in case of a male selection for the jobs and other official activities which becomes more important when the matter is regarding the top officials who are serving in the public institutions because of two reasons, one they are directly or indirectly a part of formulation policies and their executions which are being translated throughout the countries due to their nature of the standing in the organizational hierarchical position. Secondly from the international scenario point of view if the country has international level recognition and influence over other countries then their decision within the country and outside country keeps value to influence or imitate by other countries as well.

This is the main focus of this study to analyze the implementation of the international conventions regarding gender composition on the top level of legislation, executives and judiciary world top 10 developed countries which include 5 veto power countries that has unique international authority to let the bill to be passed or rejected regardless of whether other countries have approved that or not in the United Nations. These countries overall are highly important because of their influence to formulate and execute global level of policies that become the binding upon the all associated countries to implement and abide by with those policies. It has been argued that the measurement of the gender equality is a technical and political, especially when it comes about the measurements of the gender equality progress, which always depends on the priorities of the decision makers (Moser, 2007). Furthermore there are different other findings of related to the selection procedures that has caused gender discrimination or inequality which includes *transparency* (Van Balen, 2001; Husu, 2000 and Ziegler 2001), *male dominancy in selection committee* (Khurana, 2002; Brink et al., 2006), *ambiguity in selection procedures* ( Ferris et.al., 1996)), *Political Issues* ( Moser, 2007; Nabi et al, 2014) *female stereotype* (Cole et al., 2004; Steipreis et al., 1999), *specific networks* (Van Balen, 2001; nabi et al., 2014; Harris, 2002) are the most prominent.

Therefore this study has a great significance to understand how serious are the world top governments to abide by the international conventions regarding the gender equality in the top government structure and to analyze these findings in the light of earlier related findings of selection mechanism that reportedly have caused the gender inequality or discrimination. Furthermore, this will also be helpful to understand how the situation of gender equality or empowerment in the top institutions at top level management can be made swiftly and steadily keeping in view the influence of these powerful governments in the world.

## **RELATED LITERATURE REVIEW**

World has become a global village where the resources are being now available across the globe and countries are working together to grow together with mutual cooperation but what about the gender equality which has always remained a great mystery for the policy makers and selection authorities across the globe. On the international level the gender level have remained on of a main agenda for which governments have signed various documents to bring the gender equality among which the convention of the Elimination of All Forms of Discrimination against Women (CEDAW) 1979 is prominent and was signed by 163 countries of this globe. Later on in 1995 a major event was organized in Beijing known as UN Beijing Platform regarding gender equality and it was agreed and committed that 'Women's empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace'. Marshall and Ramsey (1999) have concluded in their study on the use of gender in resolving the conflicts that the most significant indicator of seeking peaceful solutions by avoiding use of forces is to enhance the gender empowerment effectively in the country because it has

been identified in the earlier studies of those who are proponent of feminist theory in the context of international disputes that by empowering gender can better solve the international conflicts because it has been found that women are less supportive to use the force in the foreign policy as tool to solve the disputes (Bendyna et al, 1996). Norris (2006) has stressed on the basis of earlier researches on gender in the North America, Eastern Europe and Scandinavia countries that there are great consequences and impact on the agendas related to those of public policies and overall democratic setup due to keeping women under representation in the legislation because after all the legislators should be similar of those whom they are going to serve. (Marshall & Ramsey 1999) have stressed that by empowering the female there will be positive effect on the policies and the way actions are being taking place, however if we empower a single women in a dominant environment, that will not bring any change in the context of using force but a real change will occurs when the gender empowerment takes place in groups. The researchers have claimed that the measurement of the gender equality is a technical and political issue, especially when it comes about the measurements of the gender equality progress, which always depends on the priorities of the decision makers (Moser, 2007). Costantini & Monni, (2009) have found that in Italy the gender inequality situation is still persisting in terms of their capability, which they argued can cause deprivation to some individuals as it can be different according to the time and social setups. Originally the issue of capability can directly affect the women selection in the organizations based on the arguments of the favorability to the organizations.

Syed (2009) has found in a study based on Turkey and Pakistan that shariah and secularism are causing major hurdle in promotion gender equality agendas in these countries and may be this has an impact on the female stereotypes that has caused gender bias of male dominancy because it has been argued in a selection of employee study that females have more stereotypical perception towards male applicants which (Cole et al., 2004) found in his study on the recruiter evaluation process of the candidates that during the selection process the male recruiter views gender qualification & experiences same, while as female recruiter showed tilt towards male applicants. Researchers have argued that it has been found during the analysis that, every step of recruitment and selection process is being gendered which starts from writing the profile for a job according to the male applicant in mind and this is also influenced by the similarity to me selection philosophy which is normally male dominated (Ben chop and Broun's, 2003; Fogelberg et al., 1999). Ben chop and Broun's, (2003) has noted that the selection board has not selected women because of the similar to me reason in spite of all this that they had same qualification and were on merit too. Steipreis et al., (1999) has reported that women and men both selected the male candidate by ignoring the fact that both had equal and same level of qualification, which implies females have gender bias towards male as well. Tong (2003) has identified in testing of situational theory in China that there is no impact of women domestic burdens on their political culture and participation in politics. Liu (2013) has elaborated in his study regarding the women in top, that women managers have full capacity to handle the issue or concerns of stakeholders arising due to the changing environment acceptable to all, however he stressed the need that they need institutional or systematic support to advance in their career. Górecki & Kukołowicz (2014) have found that the mandatory quotas for bringing more women have shown a considerable increase of the women but at the same time this has shown a fast down fall in their performance regardless of their past background of experiences. In order to bring the diversity in the governmental institutions and organizations, the women is the only factor of the social diversity (Norris, 2006) which is highly significant to be treated as par to the male for the effective decision making for the overall better results. Diversity due to gender on the top positions brings various advantages in the way of making decisions in a specific situation because both male and female way of assessment to handle a specific situation is different that leads in the benefit of organization (Weidekamm and Willer, 2012).

Gender inequality had remained all time issue especially for the top management positions for women even among the developed countries as well and in Scandinavian countries the gender equality policy has remained central policy but still there is male dominancy in the public sector institutions which (Tigen, 2002) has described as paradoxical phenomena. Brink (2006) has found in his study that there is a vivid gap between the male and female mobility towards the upward in employment hierarchy. Researchers

have identified that there are specific networks in the organizations that play a crucial role in career opportunities and it is difficult for the women to make an access with these networks (Van Balen, 2001; Harris, 2002). Khurana (2002) has mentioned in his study that it is difficult for a women to be selected if the panel or committee is being male dominated. Brink et al (2006) has elaborated that the gender discrimination can be avoided if organizations would adopt open selection (advertising the post in the journals or newspapers) as compare to the closed or semi open selection procedures. Brink at. al, (2006) has also found that women can have more probability to be appointed if the selection committee consists of a significant number of women members. Linghag (2009) have reported that in many Swedish researches it has been found that the traditional gender norm have been kept preserved and according to Kusterer (2014) if you want to maintain gender equality on the top then this traditional phenomena must be checked to realize the gender equality objective. Various studies have mentioned that people use discourse to identify themselves without prejudices and believer of equality while as they show the gender prejudice (Kusterer, 2014).

Gender bias is not only due to male dominancy but also the females have more stereotypical perception towards male applicants and (Cole et al., 2004) found in his study on the recruiter evaluation process of the candidates that during the selection process the male recruiter views gender qualification & experiences same, while as female recruiter showed tilt towards male applicants. Researchers have argued that it has been found during the analysis that, every step of recruitment and selection process is being gendered which starts from writing the profile for a job according to the male applicant in mind and this is also influenced by the similarity to me selection philosophy which is normally male dominated (Ben chop and Broun's, 2003; Fogelberg et al., 1999). Steipreis et al., (1999) has reported that women and men both selected the male candidate by ignoring the fact that both had equal and same level of qualification, which implies females have gender bias towards male as well.

Women politicians have capability to perform better as mentioned by (Ferreira, 2014) who suggested that from the political skill wise the female victors have superiority over their similar male colleagues who won the election. It has been in a study that women are showing a reluctant behavior in pursuing their advancement of career and they prefer a work that maintains work life balance Doherty (2006). Kusterer (2014) has made a study on a women empowerment project to unfold the discourse which is concerned about women on top positions of corporate sector and he argued that there was not much progress on bringing equality on top positions which may be due to the change in government. Gender inequality had remained all time issue especially for the top management positions for women even among the developed countries as well and in Scandinavian countries the gender equality policy has remained central policy but still there is male dominancy in the public sector institutions which (Tigen, 2002) has described as paradoxical phenomena. This may be due to some local conditions as well because (Jacobs et. al., 2013) have found that the social conditions which have yet being researched are causing such a political climate that either favors or disfavors the women in their election for these offices.

There is no doubt about the women capability even in the politics speaks but they are not doing enough for the other women politicians as highlighted by (Ferreira 2014) that female once become elected have more ability to be re-elected as compare to their counterpart male candidate and this has not any positive impact over the other females to win in the election. Researchers have identified that there are specific networks in the organizations that play a crucial role in career opportunities and it is difficult for the women to make an access with these networks (Van Balen, 2001; Harris, 2002). Khurana (2002) has mentioned in his study that it is difficult for a women to be selected if the panel or committee is being male dominated. Syed et.al.(2009) had suggested that the important factor of gender equality is their historic culture, socio political and economic setup that may have the gender impact on their employment pattern, especially when it is concerned to the top most in public offices because it has been noted that that women candidates qualify more in open competition as compare to male candidates which (Van Balen, 2001) has mentioned that other-way around the gender issues is because the lack of the transparency in selection procedures. Gneezy et al.(2008) has observed in Indian context that females are not participating in risky and competitive behaviors as like male which according to (Górecki & Kukulowicz, 2014) is untrue and he found that women do take part equally in all sorts of risky and

competitive behaviors and it has nothing to do with the inherent genetics. Brink et al., (2011) has argued that although the academic excellence is considered neutral, while as considering the gender about the merit but in Netherland based study he found that this doesn't hold true and actually the prevailing practices in academic practices in academic excellence are supportive for the male dominancy.

Actually there are multiple reasons of not allowing the women in appointments and according to the (Van Balen, 2001) who has found that one of the issue is lack of the transparency in making the female selection and another reason according to the (Lews, 2002) is the male dominancy in the selection committees which influence the female selection. Dory (2010) has mentioned that many issues that are causing due to ambiguities are causing due to lack of clarity in the standardized procedures which makes those who are in the power strong to make involvement that may affect the process. European Commission (2008) has reported that in many decades in the European universities and governments the equality of the gender remained on their agenda to bring gender equality. Researchers have been arguing on the basis of their research findings that transparency has remained a top issue in the gender selection for bringing gender equality, especially when the authorities practices such selection evaluation process which is confidential by nature because in an open selection evaluation system the females have more chances to be selected (Husu, 2000 and Ziegler 2001). Brink et al., (2010) has argued in his research that the lack of transparency in the selection can cause more favour to a specific candidate because in flexible criteria's in the selection evaluation, the panel members may change their opinion that can be due to power game as well. There are few researchers who have argued on the basis of their research findings that transparency has remained a top issue in the gender selection for bringing gender equality, especially when the authorities practices such selection evaluation process which is confidential by nature because in an open selection evaluation system the females have more chances to be selected (Husu, 2000 and Ziegler 2001). Brink et al., (2010) has argued in his research that the lack of transparency in the selection can cause more favour to a specific candidate because in flexible criteria's in the selection evaluation, the panel members may change their opinion that can be due to power game as well. Actually there are multiple reasons of not allowing the women in appointments and according to the (Van Balen, 2001) has found that one of the issue is lack of the transparency in making the female selection and another reason according to the (Lews, 2002) is the male dominancy in the selection committees which influence the female selection. It has also noted that some researchers have raised various concerns over the transparency of the selection procedures that according to (Brink, at. Al, 2006) is very critical.

## **METHODOLOGY**

This is an empirical study based on the secondary data derived from the different sources through the world electronic data houses and official websites of the governments. The phase of data collection was difficult because of identification of the male and female among the list particularly from those having websites other than English language. The data was collected top legislation unit (cabinet ministers), executives (secretaries) and judiciary (Justices of the Supreme Court and International Court of Justice) to analyze the gender empowerment through gender equality in these key and significant strategic institutions of the government in the light of evidences of earlier findings related to the field of selection mechanism. For this study those countries were focused to collect which are on the forum of G8 with two Peoples Republic of China and Australia as among the most advanced countries of the world.

This data has been classified in various categories to make analysis more meaningful and comprehensive. This classification was made on the bases of number minister in the cabinet, executives and sitting Supreme Court judges. Keeping in view the nature study the type of data we have applied the descriptive statistics to understand and analyze the gender equality phenomena in these advanced countries. In order to get some related tables and charts a descriptive statistics analysis were conducted by using MS office Excel 2007. In the end these results have been discussed thoroughly in the light of present results and previous findings and on that basis a model has been proposed to bring the speedy gender based justice in the world.

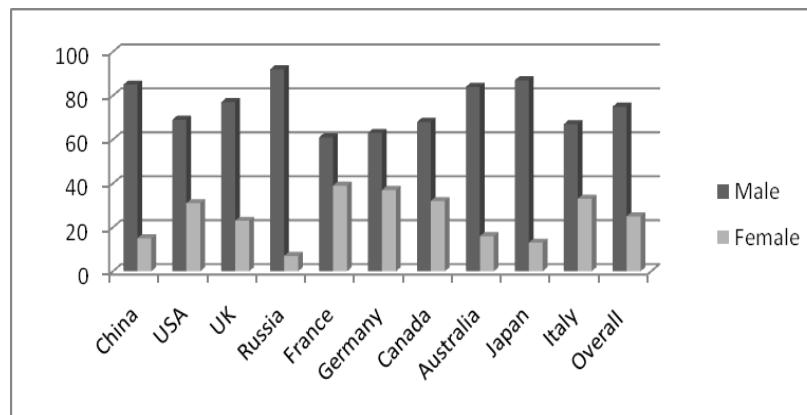
## RESULTS AND DISCUSSION

**TABLE 1**  
**GENDER IN LEGISLATION AND EXECUTIVES' LEVEL**

Country	Male %	Female %	Country	Male %	Female %
China	85	15	Canada	68	32
USA	69.0	31	Australia	84	16
UK	77	23	Japan	87	13
Russia	92	7	Italy	67	33
France	61	39	Overall	75	25
Germany	63	37			

Note: Overall represents accumulative percentages of these countries

**FIGURE 1**  
**GENDER AT EXECUTIVE AND LEGISLATION LEVEL**



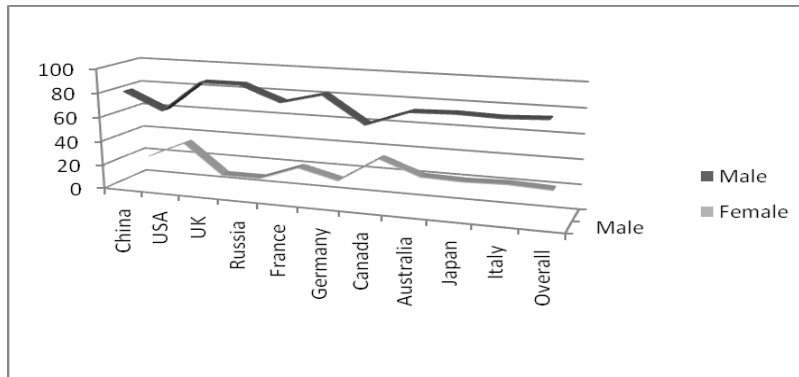
The above mentioned table I and figure I have been derived from the data compilation with the help of MS Excel. The table No. 1 highlights the gender wise composition of the employment structure at the executive and legislating level in the top 10 developed countries including 5 veto powers of the United Nations. Among these top 10 world developed countries USA, France, Germany, Canada and Italy has bit better gender equality position in terms of 30% or above female presence in the top management of the government. The rest of the 5 countries are showing the gender participation in the top government positions less than 30% among which the Russia and Japan are worse because having just 7% and 15% respectively, while as the China and Australia are having 15% and 16% gender representation on their top official position in their government.

**TABLE 2**  
**GENDER COMPOSITION IN TOP JUDICIARY**

Country	Male %	Female %	Country	Male %	Female %
China	81	19	Canada	67	33
USA	67	33	Australia	79	21
UK	92	8	Japan	80	20
Russia	92	8	Italy	79	21
France	80	20	Overall	80.5	19.5
Germany	88	12			

Note: Overall represents accumulative percentage of these countries

**FIGURE 2**  
**GENDER AT LEGISLATION LEVEL IN TOP 10 DEVELOPED COUNTRIES**

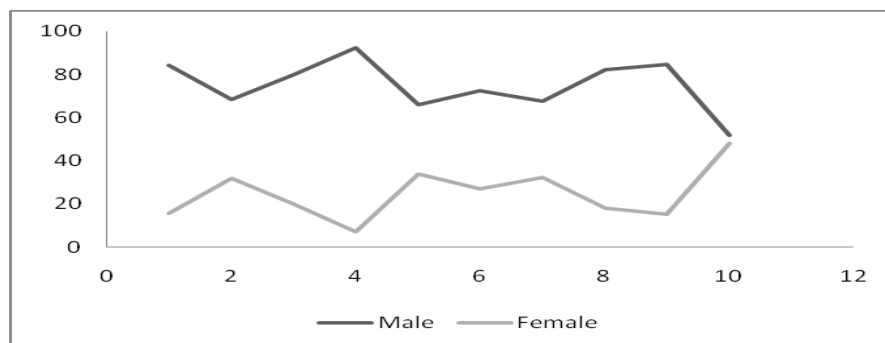


Judiciary the most pivotal pillar of the government bodies in table II is showing overall poor results. Among the permanent members of the security council only one country USA has 33% female representation in the supreme court serving as honorable judges, while as in the peoples republic of China the females in the peoples republic court has only 19% female judge representation. United Kingdom and Russia have very weak position in their supreme courts female representation as justices which are just around 8 percent of the total judges in the court. The last column of the table II is showing the overall representation of the female in the supreme courts as justices in the all ten the world most developed countries, which is below 20 percent. The visual gap between the female and male justices in the superior courts is showing through figure II which is very huge. The upper line with black shaded represents the male empowerment in the superior courts while as the lower line depicts the female representation in these superior courts.

**TABLE 3**  
**TOTAL PICTURE OF THE GENDER EQUALITY IN ALL THREE LEVELS**

Country	Male %	Female %	Country	Male %	Female %
China	84.3	15.7	Germany	73	27
USA	68.4	31.6	Canada	68	32
UK	80	20	Australia	82	18
Russia	93	7	Japan	85	15
France	66	34	Italy	52	48

**FIGURE 3**  
**TOTAL PICTURE OF THE GENDER EQUALITY IN ALL THREE LEVELS**



The table 3 reveals significant results based on our calculations that summarize the overall gender selection composition of top level management among the key major institutions of the developed countries governments. In table III and figure III both represents the female in top management among which the Italy is the only country which has acquired almost equal gender wise status in all the three government organs with 48% female participation. Among the world strongest countries having veto powers only the USA and France has around 30% women empowerment in the top bodies of the government, while as China, UK and Russia figures show a rosy picture in the gender participation at the top management level of the government. Japan and Australia that are developed countries but the gender based top management is not show 15 and 18 percent respectively. The weakest position of gender empowerment is in the Russia where we have noted on 8 percent female participation which is too low as compare to the rest of the countries.

## **DISCUSSION**

The evidence available about the gender management scenario in the top managerial sphere of the world leading nations may not be sufficient to argue about the exact gender equality in their key top institutions at large but are sufficient enough to argue that this does raise various questions about the long standing issue of empowering the women in all walks of life. The main reason is that if the most top of the government do not start their wanted change from their level, then how can that be enforced across the country and globe as in the case of the world super powers. We have identified in this study that the situation of the gender management in these world most influential countries are not better than those weak under developed nations, which can be forced to follow an international level gender equality policy by the influence of these most authoritarian countries in the world specially those having veto power in the United Nations. The issue of insufficient female representation in the executive & legislation in these countries makes us worry about the women empowerment slogans in the rest of the world, because bringing women on the reserve seats through quota system in the parliament will solve the problem without involving them into the actively participation in the legislation related policy making and its execution cannot be referred as gender empowerment. This increases the women on quota system may be an issue for the effective performance because in an earlier research by (Górecki & Kukołowicz, (2014) found that the mandatory quotas for bringing more women on reserve seats have shown a considerable increase of the women but at the same time this has shown a fast down fall in their performance regardless of their past background of experiences. This raises a suspicion of the popular phenomena of male dominancy that may need numbers selected on the basis of political parties representation in the upper houses rather than some solid criteria's for their eligibility regarding their suitability of performing effective role in the policy making and its execution. This as initial strategy may have been good but should have been followed by giving more party tickets to women representatives to get elected through general election for the parliament.

From the bureaucracy point of view if we will see this scenario, it seems politicians and bureaucrats are jointly causing the hurdle of the equal gender based management because the existing scenario is representing same situation in the legislation and executive bodies. This sound more appropriate to argue that bureaucracy is male dominated and the politicians sitting in the cabinet heading these bureaucrats heading a particular ministry or division of the government are male dominated as well, which sounds that (Lews, 2002) who has argued that it is the male dominancy in the selection committees which influence the female selection are relevant in this study. Here the similar situation of poor gender equality in the top management of both legislation cabinets and top bureaucracy are having similar understanding not to disturb each other because these bureaucrats know and are expert in drafting the policies to get them approved by their incharge minister of the government cabinet and can execute them very effectively with the help and support of cabinet minister, but may be they don't want to annoy the minister incharge by forwarding or preparing such drafts that may be related to the gender but not on the agenda of the sitting minister to avoid any confrontation that may be harmful for these bureaucrats as (Huber & McCarty, 2004) has argued that the bureaucrats sometimes may not listen to the politicians and



in such cases these politicians will punish them in by all means. Therefore, the issue is who will look into the matter of gender equality across the country because it seems that gender equality regardless of the female or male as the chief executive (prime minister) of the government, the situation is the same, the poorest gender representation in the top of the government, especially in the cabinets of the government that are actually running the governmental affairs across the countries through controlling the matters regarding a particular ministry or ministries. This seems that the gender equality in the top governmental structure is not the priority of the political leaders and top decision makers as also noted by (Moser, 2007) in his study.

The most astounding situation of a huge imbalance in the gender inequality or empowerment has been observed in the top structure of the judiciary which is alarming specially in the context of the evident reality that female represent equal population of male population, but their representation in the top judiciary is miserable than the legislations and executive. Liu (2013) has elaborated in his study regarding the women in top, that women managers have full capacity to handle the issue or concerns of stakeholders arising due to the changing environment acceptable to all, however he stressed the need that they need institutional or systematic support to advance in their career. Even in some countries which are having veto power shows result just 10% or below which is hard to believe yet this is a fact. The main issue of this pathetic scenario in top judiciary raises serious reservations on the poor numbers of the judges in the Supreme Court who are generally a part of the judicial policies that are being followed by the entire middle & lower judiciary across the country. With a very careful manner we argue that the justice in the judiciary in terms of gender equality for women empowerment is a serious issue to resolve and this with reference to the world most developed and highly influential countries becomes more concerning not only for their countries but also the rest of the globe follows them and justify their such discriminatory actions. However this study agree with the findings of (Kusterer ,2014) who argued that if you want to maintain gender equality on the top then this traditional phenomena must be checked to realize the gender equality objective

## CONCLUSION

We have reached on our main conclusion about the worst picture of the gender management participation in the top management in the developed sphere of the world which not only is a huge shock to enforce the international conventions to bring the gender equality in the all decision making but also raises serious concerns over their selection mechanism of cabinet members, executives and judges for supreme court. Besides of this, this is a great challenge for the top public management policy makers to formulate policies that may promote the gender equality in the country and internationally as well in case of the top 10 influential countries of the world. No doubt earlier studies studied various selection processes from different perspectives and have found that there are a lot of main issues that cause gender discrimination or become hurdle in their upward movement which generally seems appealing but the most significant aspect of all this is that the selection mechanism for legislators, top executives and supreme judiciary has sever flaws that hamper the women empowerment by their selection on the public management offices across the official hierarchy of the public sector organizations controlled by the government. Although all top hierarchy has the gender inequality issues but among those the most penetrating and alarming is the supreme judiciary where we see most damaging situation for the women participation in decision making and even in United Nations Court of International Justice, only 3 (21%) out of 16 (81%) Judges including one registrar are from the females which itself is a serious issue keeping in views its position on gender equality in the all sphere of employment in the world. Therefore, the most significantly if the world powers are true in their political slogans to be implemented on various international forums about the gender equality across the globe, they need either to make the selection process very transparent or flexible up to certain limit to adopt the justice principle and preferential treatment for the selection of cabinet members, top executives and Judges first and then translate the similar type of strategy across the selection of public officials for the government to break the traditional crust as suggested by researchers.

## FUTURE RESEARCH

We suggest a comprehensive study to analyze the main causes that are hampering the gender selection in all the top managerial positions and public management positions in governmental employment hierarchy with a special focus on judicial sector across from the top to bottom level. Moreover, a study based on the women and male executives or members of the cabinet needs to be made to analyze their comparative performance, that will further be helpful to analyze the women capability in the top key positions.

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