

With the support of the
Erasmus+ Programme
of the European Union



BIMTECH
BIRLA INSTITUTE
OF MANAGEMENT TECHNOLOGY



International Rainbow Conference on
**DIVERSITY, INCLUSION
AND GENDER EQUITY
IN EDUCATION
AND WORK LIFE**
(IRC 2022)

8th & 9th February, 2022

Editors:

Dr. Himanshi Tiwari
Dr. Anna Maija Lamsa
Dr. Rupert Beinhauer

B L O O M S B U R Y

**DIVERSITY, INCLUSION, AND
GENDER EQUITY IN EDUCATION
AND WORK-LIFE**

Co-funded by the
Erasmus+ Programme
of the European Union



International Rainbow Conference (IRC) 2022 on
DIVERSITY, INCLUSION, AND
GENDER EQUITY IN EDUCATION
AND WORK-LIFE

8 and 9 February 2022

Editors

Dr. Himanshi Tiwari

Dr. Anna Maija Lämsä

Dr. Rupert Beinhauer

B L O O M S B U R Y
NEW DELHI • LONDON • OXFORD • NEW YORK • SYDNEY

BLOOMSBURY INDIA
Bloomsbury Publishing India Pvt. Ltd
Second Floor, LSC Building No. 4, DDA Complex,
Pocket C – 6 & 7, Vasant Kunj,
New Delhi 110070

BLOOMSBURY, BLOOMSBURY PRIME and the Diana logo are
trademarks of Bloomsbury Publishing Plc

First published in India 2022
This edition published 2022

Copyright © BIMTECH, Greater Noida, 2022

..... has asserted their right under the Indian Copyright Act
to be identified as the Editors of this work

All rights reserved. No part of this publication may be reproduced or
transmitted in any form or by any means, electronic or mechanical,
including photocopying, recording or any information storage or
retrieval system, without the prior permission in
writing from the publishers

The book is solely the responsibility of the author and the
publisher has had no role in creation of the content and does not have
responsibility for anything defamatory or libellous or objectionable.

Bloomsbury Publishing Plc does not have any control over, or
responsibility for, any third-party websites referred to or in this book.
All internet addresses given in this book were correct at the time of
going to press. The author and publisher regret any inconvenience caused
if addresses have changed or sites have ceased to exist, but can accept no
responsibility for any such changes

ISBN: 978-93-00000-00-0
2 4 6 8 10 9 7 5 3 1

Typeset by Fortune Graphics, Naraina, New Delhi
Printed and bound in India by Replika Press Pvt. Ltd

To find out more about our authors and books, visit
www.bloomsbury.com and sign up for our newsletters

Contents

<i>Organisers</i>	vii
<i>Committies</i>	ix
<i>Keynote Speakers</i>	xi
1. Law and Disorder: Workplace Diversity Management and the Disruption of Masculinities in London Law Firms <i>Stephanie Victoria Clark</i>	1
2. The COVID-19 Pandemic as a Challenge for Lesbian, Gay, Bisexual, Trans, and Intersex People in Finland <i>Jukka Lehtonen</i>	2
3. Open University Business Students' Discourses of Agency <i>Tiia Fanny Karoliina Ikonen, Anna-Maija Lämsä, Päivi Maria Patja, Nina Aulikki Haltia, Elina Riivari and Piia Annika Leppämäki</i>	3
4. The Role of Personality and Gender in the Social Entrepreneurship Intentions of Students in India <i>Rashmi Rastogi and Pragya Singh</i>	4
5. Is There Room for Women? The Meaning of Collaborative Leadership in Academic Organisations <i>Shabnam Aijaz Shaikh, Anna-Maija Lämsä, and Suvi Heikkinen</i>	5
6. Inclusive Leadership: A Theoretical Construct or an Applied Reality? <i>Rupinder Kaur</i>	6
7. A Study on the Impact of Workforce Diversity on Job Performance Among the Employees of the Information Technology Sector in Chennai City <i>Uma Rajamanickam</i>	7
8. Attorney's Professional Role on the Lenses of Gender <i>Anne Reino and Maaja Vadi</i>	8
9. The Role of Social Networks in the Career Advancement of Immigrant Women in Finland <i>Mukhammadyusuf Shaymardanov and Suvi Heikkinen</i>	9
10. Do Women See Themselves as Potential Entrepreneurs? Entrepreneurial Competencies of Female Business Students <i>Ekaterina Demiankova</i>	10

11. Who is the At Home Finance Minister: Male or Female? <i>Sheetal Gupta</i>	11
12. Women Easily Feel that They Have Lost a Year if They Don't Ski Faster: Coaches' Discursive Constructions of (Gendered) Dual Career Pathways <i>Milla Saarinen, Tatiana V. Ryba, Anna Kavoura, and Kaisa Aunola</i>	12
13. Trans*Parents During Pregnancy, Birth and Nursing: How Midwives can Support Them in the Best Possible Way <i>Viktoria Schäfer</i>	13
14. Diversity, Inclusivity & Marketing: The Facets of Inclusive Marketing <i>Pragya Singh and Aayushi Sahu</i>	14
15. Entrepreneurial Journey of B School Graduates... Gender Diversity!! Awareness & Acceptance!! <i>Neha Sharma</i>	15
16. Socio-psychological Challenges Faced by Indian Women in Balancing Work and Family in the COVID-19 Pandemic <i>Shibani Banerjee</i>	16
17. Women Empowerment in India: Problems and Prospects <i>Dr. Vaishali Devpura and Dr. Shibani Banerjee</i>	17
18. Advancing Professional Inclusion: An Initiative to Support Foreign Physicians in Austria <i>Franziska Ecker and Anja Ogris</i>	18
18. Entrepreneurship, Sustainable Leadership, and Women: Cases of Women's Successful Businesses <i>Karin Kuchler and A.R. Rajagopalan</i>	19
19. Poverty and Gender: Why Girls are Not Visible and How to Change This? <i>Anna Riegler and Miriam Burkia Stocker</i>	21
20. Relevance of Resilience in Career Change: 50+ Aged Women Searching for New Work Opportunities <i>Tytti Steel and Pia Heilmann</i>	22
21. Women in Leadership: A Case Study of the Insurance Sector in India <i>Maya Vimal Pandey</i>	23

22. Employment Gaps of Highly Educated Foreign-born Women in Finland: An Intersectional Approach 24
Hülya Yüksel, Shadia Rask, Eero Lilja, Regina García Velázquez and Hannamaria Kuusio
23. Is Workplace Dignity Shaped by Gender? Workplace Dignity Experiences by Male and Female Mid-managers 25
Marija Norvaisaite and Raminta Pucetaite
24. #We_Do – Women Take Their Chance: A Pilot Project for Working Poor Women in Styria 26
Britta Feigl, Karin Langgner, and Claudia Krenn
25. Workplace Discrimination Against Women on the Basis of Their Appearance: A Case Study in the Baltic Context 28
Merle Ojasoo, Anna Maija Lämsä, Marjut Jyrkinen and Raminta Pučėtaite
26. Gender, Telework, and the Blurring Boundaries of Work in the Era of Pandemic 29
Mira Karjalainen
27. Impact of Parental Leave Length on Mother’s Employment and Career in Estonia 30
Mari Kooskora and Kristi Ong
28. Gender Pay Gap: Can Working Conditions Empower Women to Earn More? 31
Aurelija Novelskaite, Rasa Pusinaite-Gelgote and Raminta Pucetaite
29. Developing Female Entrepreneurship and Leadership: Case fProject Program Palette 32
Anne Keränen and Terttu Savela
30. RoJGaR: Blockchain-based Supervised Analytics Scheme for Human Resource Management in Smart Communities 33
Pronaya Bhattacharya, Debanjana Roy, Ashwin Verma and Deepti Saraswat
31. Entrepreneurship, Leadership, and Women 34
Viraj Mukeshbhai Parekh
32. Challenge for Modern Indian Woman: Work-family-life Relationships 35
Krupali Virag Shah

33. Blended Traditional and Digital Marketing for Empowering Women Artisans: An Empirical Approach <i>Uma Anurag and Simran Kaur</i>	36
34. Business Growth by Ownership Transfers in Female Entrepreneurs' Businesses <i>Emilia Kangas and Sanna Joensuu-Salo</i>	37
35. Gender Equality: Key Developments in Europe and India <i>Rupert Beinhauer</i>	38
36. Where is the Inclusiveness in Sustainable Human Resource Management (HRM) for Disabled Employees? <i>Saara Leppänen and Suvi Heikkinen</i>	39
37. The Case of the Female Executive Expatriate: Juggling Traditional Role Models to Reach C-level Insights from a Global Survey Investigating Career, Personal, and Family Satisfaction While Being on the Move <i>Gertraud Eregger</i>	40
41. Diversity 360: Toward an Inclusive Culture at Hitachi Energy <i>Virpi Ala-Heikkilä</i>	41
42. Cultural Diversity in the Creativity of Filmmaking Teams <i>Minna Liikanen</i>	42
43. Skill Development Practices and Promotion of Inclusivity Among Informal Women Workforce: The Case of Self-employed Women's Association (SEWA), Ahmedabad <i>Rahul Gandhi Burra and Parulkumari Bhati</i>	44
44. Gender, Telework, and the Blurring Boundaries of Work in the Era of Pandemic <i>Mira Karjalainen</i>	44
45. Stop Discrimination! Advice and Support for Victims of Discrimination <i>Elke Lujansky-Lammer</i>	45
46. Challenge for Modern Indian Woman: Work-family-life Relationships <i>Krupali Virag Shah</i>	46

47. Microfinance and Women Empowerment: Perspective of Clients’ From RENEW Microfinance Institution in Bhutan <i>Purna Prasad Sharma and Dhiraj Sharma</i>	47 47
48. Dragon Girl on the Wheel <i>Dhiraj Sharma and Chencho Wangchuk</i>	48 48
49. Do Women Have Potential as Entrepreneurs? Entrepreneurial Competencies of Female Business Students <i>Ekaterina Demiankova and Sirje Ustav</i>	49 49
50. Gender Equality: Key Developments in Europe and India <i>Rupert Beinhauer</i>	50 50
51. Women, Work, Parenthood, Caregiver, and the Purpose of Life: Narratives Across Generations and Cultures <i>Himanshi Tiwari</i>	51 51
52. The Role of Social Networks in the Career Advancement of Immigrant Women in Finland <i>Mukhammad Yusuf Shaymardanov and Suvi Heikkinen</i>	51 51
53. #We_Do – Women Take Their Chance: A Pilot Project for Working Poor Women in Styria <i>Britta Feigl, Karin Langgner, Claudia Krenn</i>	52 52
54. Women in Leadership Roles: A Case Study of the Insurance Sector in India <i>Maya Vimal Pandey and Abhijit Chattoraj</i>	54 54
55. Poverty and Gender: Why Girls are not Visible and How to Change This? <i>Anna Riegler and Miriam Stocker</i>	55 55
56. Employment Gaps of Highly Educated Foreign-born Women in Finland: An Intersectional Approach <i>Hülya Yüksel, Shadia Rask, Eero Lilja, Regina García Velázquez, and Hannamaria Kuusio</i>	56 56
57. Portray of Women in Advertisements: A Review <i>Sapna Parashar and Sanjay Jain</i>	57 57
CALL FOR PAPERS	64

Organisers

The Conference is being organised by the Rainbow project (Realizing Aspirations, Interests, and Brilliance of Young Women) financed by the European Union Erasmus+ programme (No. 598453-EPP-1-2018-1-AT-EPPKA2CBHE-JPA, 2018-22) and participating organisations. The partners of the project are FH JOANNEUM Gesellschaft mbH (Austria), Birla Institute of Management Technology (India), University of Jyväskylä School of Business and Economics (Finland), Nirma University (India), Sir Padampat Singhanian University (India), and the International Consulting and Mobility Agency SL (INCOMA) (Spain).

Committees

Conference Chairs

- Dr. Anna Maija Lamsa (JYU, Finland)
- Dr. Himanshi Tiwari (BIMTECH, India)
- Dr. Rupert Beinhauer (FHJ, Austria)

Steering Committee

- Mag. Dr. Anna Riegler (Deputy Academic Director, FHJ Graz, Austria)
- Dr. Harivansh Chaturvedi (Director BIMTECH, India)
- Dr. Marjut Jyrkinen (University of Helsinki, Finland)
- Professor Shrihari Honwad (Vice-Chancellor, Sir Padampat Singhania University, India)
- Dr. Dolores Limón (University of Seville, Spain)

Scientific Committee

- Dr. Elke Lujansky-Lammer (Styrian Equal Treatment Ombud, Austria)
- Dr. Nina Muncherji (NIRMA University, India)
- Dr. Nityesh Bhatt (NIRMA University, India)
- Professor Shibani Banerjee (SPSU, Udaipur, India)
- Juan Guerrero (Director INCOMA, Spain)

Review Committee

- Sofia Fontes e Sousa de Oliveira (FHJ Graz Austria)
- Ligia Franco Pasqualin (FHJ Graz Austria)
- Dr. Jaya Gupta (BIMTECH, India)
- Dr. Itilekha Dash (BIMTECH, India)
- Anne Keränen, Dr., Post-doc researcher (University of Oulu, Finland)
- Charlotta Niemistö, Dr., Post-doc researcher (Hanken School of Economics, Finland)
- Marke Kivijärvi, Dr., Post-doc researcher (University of Jyväskylä, JSBE, Finland)
- Emilia Kangas, Dr., Project Manager (Seinäjäki University of Applied Sciences, Finland)

- Mira Karjalainen, Dr., Post-doc researcher (Adjunct Professor, University of Helsinki, Finland)
- Tytti Steel, Dr., Post-doc researcher (University of Helsinki, Finland)
- Suvi Heikkinen, Dr., Post-doc researcher (University of Jyväskylä, JSBE, Finland)
- Dr. Sapna Parashar (NIRMA University, India)
- Dr. Khyati Shah (NIRMA University, India)
- Dr. Poonam Channiwal (NIRMA University, India)
- Dr. Rocío Valderrama (University of Seville, Spain)

Organising Committee

- Andrea Maria Kling (FHJ Graz Austria)
- Dimitrios Doukas (FHJ Graz Austria)
- Dr. Suvi (University of Jyväskylä, JSBE, Finland)
- Begoña Luque (INCOMA, Spain)
- Beatriz González (INCOMA, Spain)
- Dr. Shweta Lalwani, (SPSU, India)
- Dr. Shubham Goswami (SPSU, Udaipur)
- Dr. Nina Muncherji (NIRMA University, India)
- Dr. Amola Bhatt (NIRMA University, India)

Keynote Speakers

Professor Albert J. Mills is a Professor Emeritus of Management at Saint Mary's University (Canada) and Professor of Innovation Management at the University of Eastern Finland.

Professor Jean Helms Mills is a Professor Emerita of Management at Saint Mary's University (Canada), former Professor of Leadership and Management at Jyväskylä University School of Business and Economics, and Guest Professor at the University of Helsinki, Swedish School of Social Science.

Professor Albert Mills and Professor Jean Helms Mills: 'Studying Discrimination at Work Through History, and Intersectionality'

Albert J. Mills is a Professor Emeritus of Management at Saint Mary's University (Canada) and Professor of Innovation Management at the University of Eastern Finland. He is the former Co-Chair of the Academy of Management's Critical Management Studies Division; the President of the Administrative Sciences Association of Canada, and the President of the Atlantic Schools of Business. He is currently the Co-Chair of the Board for International Critical Management Studies and the Co-editor of the journal *Qualitative Research in Organizations and Management*. Albert also serves on several other editorial boards, including *Organization* (Associate Editor), the *Journal of Management Education*; and the *Academy of Management Learning & Education*. He is past Associate Editor for *Gender, Work and Organization*. The author of forty-five books and edited collections, Albert's latest books include *Management and Organization History: A Research Overview*, (Routledge, 2020) and *Insights and Research on the Study of Gender and Intersectionality in International Airline Cultures* (Emerald, Bingley, 2016).

Jean Helms Mills is a Professor Emerita of Management at Saint Mary's University (Canada), former Professor of Leadership and Management at Jyväskylä University School of Business and Economics and Guest Professor at the University of Helsinki, Swedish School of Social Sciences. She is Co-Editor of the journal, *Qualitative Research in Organizations and Management* (QROM), a past Associate Editor for *Gender, Work, and Organization* and past Co-Chair of the Critical Management Studies Division of The Academy of Management. Jean's research interests are in the areas of Historiography, Gender, Critical Sensemaking, Intersectionality, and the Sociology of Knowledge. She has recently guest-edited a special issue 'Special Issue on Debates in Business

History' for the *Journal of Management History* and she is Co-editor for *Gender, Race, and Ethnicity in Business Storytelling*, part of *A World Scientific Encyclopedia of Business Storytelling*, edited by David Boje (2022) and has published ten books or edited collections and numerous book chapters and journal articles.

Law and Disorder: Workplace Diversity Management and the Disruption of Masculinities in London Law Firms

Stephanie Victoria Clark

University of Helsinki, Finland.

E-mail: stephanie.clark@helsinki.fi

This presentation discusses research examining men and masculinities in the context of corporate diversity management in the City of London law firms, exploring how men navigate and engage with this aspect of organisations' policies and practices. It looks at how male lawyers see their organisations engaging employees with equality and diversity initiatives, and how masculinities are constructed, deconstructed, and challenged by this form of corporate care.

The research draws on official corporate diversity discourse used in the City law firm websites and data gathered from individual semi-structured interviews with ten white male lawyers at large commercial law firms in the City of London in Summer 2019. This data is analysed using feminist post-structuralist discourse analysis to interrogate themes of power, resistance, and identity. Two key areas are explored: (1) the conflict between masculinities and the 'business case' for diversity, and (2) the formation of men's workplace identities in response to workplace diversity management. The analysis reveals a disconnection between official corporate discourses of diversity and inclusion and men's experiences of institutional expectations and obligations. Findings also indicate that these men have constructed an identity as the 'other', in the sense of feminist philosophy and critical race theory, to those subjugated identities focused on by workplace diversity initiatives, which has significant potential for building empathy and better engagement with the aims of corporate diversity. In particular, it shows that diversity initiatives could engage men with these feelings of exclusion and alterity as a valuable tool to support men's empathy.

Keywords: *Corporate Masculinities, Diversity Management, Alterity.*

ID: 103

The COVID-19 Pandemic as a Challenge for Lesbian, Gay, Bisexual, Trans, and Intersex People in Finland

Jukka Lehtonen

University of Helsinki, Finland.

E-mail: jukka.p.lehtonen@helsinki.fi

A survey of Lesbian, Gay, Bisexual, Trans, and Intersex (LGBTI) people (N = 325) was conducted and employees and activists in LGBTI organisations (N=23) were interviewed. This was done from the Academy of Finland Strategic Research Funding and as part of the CoWeAll research project (available at weallfinland.fi). In Finland, like everywhere else, the COVID-19 crisis has affected a lot of people, including LGBTI students and employees. This research found that over 90 per cent of LGBTI student respondents said that COVID-19 had influenced their studies. The most common influence was remote learning when schools were closed and students studied at home with computers. For LGBTI students this sometimes created difficulties but for others it provided safety. One-fifth of the respondents said that remote learning had decreased discrimination, bullying, and unjust behaviour towards them. A third said that the COVID-19 pandemic had made it less likely that they were treated badly based on their sexual orientation or gender identity. The difficulties some faced included problems in concentrating on studies (65 per cent), increased loneliness (59 per cent), and fear of getting infected by COVID (33 per cent). For some, the crisis had motivated them to drop out of education and strained relationships with people at home. Non-heterosexual women were affected by the Covid-19 pandemic more often than men, and transmasculine respondents more often than transfeminine. Similar kinds of patterns were common in workplaces and LGBTI employees' experiences. The present research focuses on the effects of the COVID-19 crisis on the experiences of LGBTI people, particularly in education and work environments.

Keywords: *Covid, Sexuality, Gender, Education, Work Environment.*

ID: 104

Open University Business Students' Discourses of Agency

**Tiia Fanny Karoliina Ikonen,¹ Anna-Maija Lämsä,¹
Päivi Maria Patja,¹ Nina Aulikki Haltia,² Elina Riivari,¹ and
Piia Annika Leppämäki¹**

¹ *University of Jyväskylä, Finland*

² *University of Turku, Finland.*

E-mail: tiia.f.k.ikonen@jyu.fi

Despite Finland's egalitarian education policy, access to higher education is very competitive in the country. Less than half of general upper secondary school graduates transfer directly to tertiary education. During the 2010s, the admission system was reformed to tackle this issue by streamlining the transition to higher education. As a result, entrance is mostly based on the school leaving certificate. This poses an equity challenge for those whose grades are not competitive or who wish to pursue higher education later in their lives. The Open University system attempts to handle this problem by offering opportunities for a diverse body of students. These courses are open to all. It is not possible to earn a degree within this system directly, but access to degree studies is possible for some who excel in their studies.

The focus of this study is on Open University business students' agency towards a valued outcome of their access to conduct a degree in business studies. Business education was selected because competition among applicants is high. The interplay between the students and their study context is conceptualised in this research with the help of discourse analysis. The following questions are addressed: How do Open University business students discursively construct their agency towards access to conduct a degree in a business school?

What factors are constructed by the students to affect their agency?

A business school at a Finnish university was investigated. The data consists of 20 students' interviews, and descriptive discourse analysis was used in the analysis. The following discourses were conceptualised: support-seeking discourse, survival discourse, membership of scientific community discourse, and self-management discourse. Open University business students construct their agency towards

access to conduct a degree in both enabling and constraining ways. Educators need to recognise this in their counselling work.

Keywords: *Agency, Business Studies, Higher Education, Open University, Discourse Analysis.*

ID: 105

The Role of Personality and Gender in the Social Entrepreneurship Intentions of Students in India

Rashmi Rastogi and Pragya Singh

Symbiosis International University, India.

E-mail: pspragyasingh@gmail.com

With the world responding to growing social issues and concerns, seismic changes are also being observed in the workplace. Companies are not just assessed on financial performance or quality of products or services but also their relationships with all their stakeholders and their impact on society (Agarwal et al., 2018). There is a growing interest among academicians and practitioners in the concept ‘social entrepreneurship’. Hulgard (2010) and Austin, et al. (2006) defined social entrepreneurship as ‘innovative, social value-creating activity that can occur within or across the nonprofit, business or government sectors.’ The concept of social entrepreneurship once considered a niche is spreading worldwide, with almost half of the people creating start-ups with mainly social purposes despite the rest half still creating for commercial purposes (Bosma, et al., 2016). Talking about India too, more than 89 per cent of social enterprises are less than 10 years old, 88 per cent are in the pilot, start-up or growth stage, one-third grew by over 50 per cent, and only 6 per cent had a negative growth (Social Enterprise Review, 2015). There are more than 2 million social enterprises in India, and the number is growing phenomenally, with approximately 24 per cent of social enterprises being led by women (British Council, 2016).

The present paper will focus on the role of personality and gender in the students of India who have developed a likeliness towards social entrepreneurship. The Big Five Personality traits and their role in the social entrepreneur intentions of students will also be analysed.

Keywords: *Big Five Theory, Personality, Gender, Social Entrepreneur, Student.*

ID: 106

Is There Room for Women? The Meaning of Collaborative Leadership in Academic Organisations

Shabnam Aijaz Shaikh, Anna-Maija Lämsä, and Suvi Heikkinen

University of Jyväskylä, Finland.

E-mail: shabnam.a.shaikh@jyu.fi

Women's potential and competence tend to be underutilised in key activities and influential positions in academic organisations. Similarly, advancing gender equality is essential for the success of academic organisations such as universities and is a matter of social justice and fair treatment, as more women are needed in the universities' leadership activities. Collaborative leadership is considered a 'leadership approach' that can promote women's participation in leadership at universities.

This qualitative study investigates the meaning of collaborative leadership in academic organisations in the socio-cultural context where this kind of leadership is not typically used. The context as a case point is Pakistan, where authoritarian leadership is widely applied and is a common practice. It is argued that the possibilities of collaborative leadership to advance women's participation in leadership are contradictory in this context. An essential contribution of this study is to localise the meaning of collaborative leadership and show how society's socio-cultural values are linked to women's opportunities and barriers in participating in leadership activities. Two universities, public and private, were selected after scrutiny for this study. In total, 24 in-depth face-to-face interviews with managers and subordinates were conducted using a critical incident technique. The interview data were analysed using thematic analysis. The findings show that the traditional socio-cultural values, the historical Sindhi tradition called *Otaq*, is crucial in the interviewees' meaning-making of collaborative leadership. This Sindhi tradition is constructed as helping the local staff to adapt to collaborative leadership in their everyday work life. The problem is that this tradition is simultaneously understood to exclude women from collaboration while men hold leadership positions. Differences and similarities in the findings between the studied universities are discussed.

Keywords: *Collaborative Leadership, Academic Organisation, Qualitative Research, Thematic Analysis.*

ID: 107

Inclusive Leadership: A Theoretical Construct or an Applied Reality?

Rupinder Kaur

IILM, India.

E-mail: rupinder40.kaur@gmail.com

This paper is qualitative exploratory research that examines how leaders of teams and organisations create the conditions for inclusive environments. Fifteen study participants representing five different groups (gender, veteran, Lesbian, Gay, Bisexual, Transgender and Queer [LGBTQ], NeuroDiverse, Public Works Department [PwD]) and four different industries (Consulting, Technology, Banking, and Manufacturing) were interviewed individually to better understand their inclusion experiences and how they were affected emotionally by inclusion/exclusion in the workplace.

Themes from the research indicate that employees feel included when they experience having a voice, others see them as credible, and they have friendly coactive relationships with their colleagues and leaders. Furthermore, the results of the study show that leaders with formal authority played an important role in creating inclusion experiences for their subordinates. Specifically, leaders who created voice space, conferred informal authority on employees, coached and developed employees, and built vulnerable and safe relationships, positively influenced the inclusion experience. Also, the study results suggest that inclusion affects employee motivational energy, self-confidence in a person's capability, and sense of value and purpose. A conceptual model is proposed on how can leaders foster inclusion by role modelling inclusive behaviours and creating psychologically safe spaces for people to feel inclusive.

Keywords: *Diversity, Inclusion, Voice, Inclusive Leadership, Confidence, Motivation.*

ID: 108

A Study on the Impact of Workforce Diversity on Job Performance Among the Employees of the Information Technology Sector in Chennai City

Uma Rajamanickam

St. Joseph's College of Arts & Science (Autonomous), Cuddalore, India.

E-mail: umash2210@gmail.com

Purpose: The study focused on measuring the impact of workforce diversity on job performance among Information Technology (IT) employees in Chennai city. The study also focuses on assessing the relationship between the workforce diversity factors, i.e. workforce diversity, gender diversity, and ethnicity diversity on job performance.

Research Design: The study employed both secondary and primary data. It was conducted in Chennai city. The sample for this research consisted of 350 employees based on simple random sampling from IT companies in Chennai city. Out of 350 samples, nine samples were rejected due to inadequate information provided by the IT employees. Finally, 341 samples were used for analysis. The purpose of collection of responses from the employees and the structured research instruments are utilised.

Findings: Workforce diversity significantly influences the employee performance. Additionally, the results support that gender diversity also predominantly influences employee's performance. Furthermore, the results supported that ethnicity diversity also significantly influences job performance among the IT employees in the study region.

Keywords: *Workforce Diversity, Gender Diversity, Ethnicity Diversity, Job Performance.*

ID: 109

Attorney's Professional Role on the Lenses of Gender

Anne Reino and Maaja Vadi

School of Economics and Business Administration, University of Tartu, Estonia.

E-mail: anne.reino@ut.ee

The rationale of this study springs from the fact that in the professions, where gender historically plays an essential role in forming stereotypes of professions fighting against the glass ceiling becomes especially hard. The paper relies on the role theory that helps to explain the roots of construing stereotypes towards professions. The study focuses on attorneys' career which has been traditionally considered a 'male profession' (Wald 2010). Expectations of the role behaviour and values attached to the stereotypical approach to different professions are socially constructed, shared within a society, and when rooted, they are resilient to change. The present study focuses more specifically on attorney partnership, the highest position in the hierarchy in law firms. It aims to find out how the male and female attorneys perceive and explain the role expectations towards their professional behaviour.

The study was conducted in Estonia and is motivated by the fact that only 20 per cent of the largest law firms in the capital city have female partners. The study took place in 2019 and combined the survey among attorneys working in Estonian law firms and students (103 and 47, respectively) and in-depth interviews with attorneys.

This study revealed that both male and female lawyers portray the profession of a lawyer with traits traditionally related to the role of men (Bakan, 1966; Bem, 1974; Bruckmüller and Abele, 2013; Eckes, 1994). This finding proves that the stereotypical view of the profession itself may give grounds for the glass ceiling effect. Male respondents' explanations of gender imbalance in partnership positions (low motivation and ambition and difficulties in keeping work-life balance) contrasted with female's ideas on the same question. Female attorneys believe that organisational setting is the main obstacle in their careers. Interestingly, male respondents often referred to the glass ceiling as a 'no problem' issue in a specific industry. In contrast, women and younger ones were more aware of the issue and believed it is essential to discuss the situation openly.

Based on the study, several implications for the measures can be mentioned. Starting from the organisational level, mentoring and support systems for the advancement of female careers should be in place. Raising awareness of the issues among existing partners in law firms is also important. Changing the societal level stereotypes of professions does not apply only to the concrete industry, but requires effort and time to change the gender role stereotypes in general.

Keywords: *Glass Ceiling, Role Theory, Stereotypes.*

ID: 110

The Role of Social Networks in the Career Advancement of Immigrant Women in Finland

Mukhammadyusuf Shaymardanov and Suvi Heikkinen

*University of Jyväskylä School of Business and Economics, Finland.
E-mail: shaymam@jyu.fi*

Professional immigrant women often struggle to find a place of employment and a preferred career that meet their education, competence, and skills. Behind this struggle is the fact that immigrant women are often excluded from social networks that would benefit their careers. Thus, people are interested in the role of social networks in immigrant women's careers. The context under scrutiny here is Finland. The present research focus is on the social networks of Russian women who have immigrated to Finland. In this pilot study, the role of social networks is examined when the women entered the Finnish labour market and then later when they advanced in their careers in Finland. The data comprises five professional Russian women working in the fields of Information Technology (IT) and medicine. A thematic analysis of the semi-structured interviews was conducted. As a result, it is suggested that when entering the Finnish labour market, the women faced challenges in securing their first jobs and perceived exclusion; however, trust-building and enhancing visibility as competent employees within colleagues were said to help to enter the social networks. While then advancing in their careers, e-networks, as well as informal support from family and colleagues, were perceived as significant for career progression as well as for coping with career barriers. Moreover, perceptions of sexuality and

language discrimination were seen as limiting social networks for these women. The findings of the pilot study are discussed and presented for research steps going forward.

Keywords: *Immigrant Women, Social Networks, Competencies, Career, Exclusion, Finland.*

ID: 112

Do Women See Themselves as Potential Entrepreneurs? Entrepreneurial Competencies of Female Business Students

Ekaterina Demiankova

Tallinn University of Technology, Estonia.

E-mail: ekaterina.demiankova@taltech.ee

The research, conducted by Pierre-Nicolas Schwab on 19 July 2021 with 840 European entrepreneurs has shown that ‘there are fundamental differences related to gender. This affects the dynamics of female entrepreneurship. Women and men don’t do business in the same way, which has practical consequences on their chances of success.’ (Schwab, 2021) The discussion on the difference between male and female approaches to starting and running a business had been a ‘hot topic’ in business research for a while.

For example, Catic-Kajtazovic and Nuhanovic in their work ‘Differences Between Male and Female Students in the Competencies of Entrepreneurship’, May 2016, claim, that ‘as expected according to the stereotype and characteristics of a patriarchal environment in which they grew up, male students show significantly higher values of entrepreneurial competencies that are needed to start a business’.

It becomes obvious that women in many cases do not start their business because they do not feel confident about the outcome and success of the business (64.7 per cent of men are very confident or confident in the future, compared to 48.2 per cent of women) (Schwab, 2021). Women also feel less entrepreneurial than men (34.05 per cent of women consider themselves as someone with an ‘entrepreneurial spirit’ compared to 48.83 per cent of men). (Schwab, 2021)

This data leads to deeper thinking—starting a business requires having special entrepreneurial competencies (for example, creativity and cooperation), but, more importantly, the confidence in the fact that they already possess or might improve these competencies.

Keywords: *Entrepreneurship, Women, Competencies, Startup.*

ID: 113

Who is the At Home Finance Minister: Male or Female?

Sheetal Gupta

BIMTECH, India.

E-mail: sheetal.gupta_fpm21@bimtech.ac.in

The talk about gender equality is incomplete without giving financial freedom to women. The financial freedom and availability of economic resources have a positive effect on the women and their family. But this financial freedom is of no use if it is restricted only to earnings and the decision power to utilise that earning vested with male family members. The purpose of the study is to analyse the role of females in the financial decision-making of a family. The research divides the females into three strata—entrepreneur, salaried, and non-working, and aims to examine their role in financial decision-making. It is a mixed-method study. The role is examined by applying the in-depth interview technique. Nine women were interviewed by using a structured questionnaire with both close-ended questions applying a five-point Likert scale and open-ended questions. The study aims to find the answers to the following questions:

1. Do women play an essential role in deciding the financial decisions of a family?
2. Does the ability to make financial choices differ from the occupation of a female?
3. Does higher income contribution towards family income determine financial decision-making?
4. Do they have the freedom to take all financial decisions like expenditure on household items, saving, and investments, or only some of them?

5. The study deals with women with different occupations as well as non-working women and the freedom they have in making financial decisions in the family.

Keywords: *Women Entrepreneur, Salaried Women, Non-working Women, Gender Equality, Financial Decisions, Financial Freedom.*

ID: 114

Women Easily Feel that They Have Lost a Year if They Don't Ski Faster: Coaches' Discursive Constructions of (Gendered) Dual Career Pathways

Milla Saarinen,¹ Tatiana V. Ryba,¹ Anna Kavoura,² and Kaisa Aunola¹

¹ *University of Jyväskylä, Finland.*

² *University of Brighton, United Kingdom.*

E-mail: milla.s.a.saarinen@jyu.fi

Contemporary athletes in Western societies are increasingly expected to combine their sporting careers with education and/or work. This Dual Career (DC) pathway aims to ensure that young athletes receive education or vocational training alongside their sporting career, thereby helping their later employability and adaptation to life after athletic retirement. However, research indicates that socio-cultural discourses of gender are ingrained in DC policies and practices, creating gender hierarchies and inequalities, and influencing athletes' motivation, career aspirations, decision-making, and well-being practices (Ryba et al., 2021). Current DC policy documents recognise the importance of equality and anti-discrimination in DC practices and highlight how sports coaches should take into account athletes' holistic development and socio-cultural circumstances (including gender) in their coaching practice (European Commission, 2012, 2014). However, coaches' attitudes and beliefs on the compatibility of sport and education, as well as on issues related to gender, are not yet clearly understood. In the current study, how coaches situated education in the athletes' holistic development framework and how these views informed their coaching practice are explored. How dominant discourses of gender-informed coaches' opinions and practices regarding athletes' DC are also examined. Seven male and three female coaches, aged 25-62 years ($M = 38.5$) participated in semi-structured interviews.

The data were analysed with reflexive thematic analysis and interpreted through a feminist poststructuralist lens (Braun and Clarke, 2006, 2019; Butler, 1990). Four main themes were constructed in the analysis:

1. Completing secondary education is necessary for all athletes.
2. Sporting career is the priority at the elite level.
3. Girls and women need to invest in many careers.
4. Coaching women is more challenging than coaching men.

The present study findings reveal that gender hierarchies persist in Finnish sporting culture and that coaches reproduce gendered discourses that may influence athletes' dual career aspirations.

Keywords: *Coaching, Dual Career, Gender, Feminist Poststructuralism, Holistic Development.*

ID: 115

Trans*Parents During Pregnancy, Birth and Nursing: How Midwives can Support Them in the Best Possible Way

Viktoria Schäfer

FH Joanneum, Germany.

E-mail: vikschafer@gmail.com

Background: The number of trans* parents is steadily increasing. To meet the special needs of this target group, midwives and other medical staff should therefore be trained accordingly.

Aim: In this paper, the current state of scientific knowledge on the topic of trans* identity in family planning is compiled and explained. Based on this, practical recommendations for midwifery work are formulated.

Methods: To find relevant studies, a systematic literature search was conducted in the databases Pubmed, Lactmed, Cochrane und Liebertpub, as well as independent online research. Five studies were included and their critical analyses are cited.

Results: Trans*men have the biological requirements to carry a pregnancy, as well as nurse their child. After completing hormonal therapy and physical

stimulation of the breast, trans*women are also capable of lactation. Within the health care system trans*individuals often face discrimination. Therefore, attention should be brought to gender-appropriate language, as well as to a sensitive approach to gender dysphoria. Particularly in lactation counselling, there are special needs that midwives should consider.

Conclusion: With the help of simple practical recommendations, midwives can create inclusive care services for trans*parents. The medical staff needs more education in trans*topics.

Keywords: *Trans*parents, Pregnancy, Nursing, Chestfeeding, Induced Lactation, Genderdysphoria.*

ID: 116

Diversity, Inclusivity & Marketing: The Facets of Inclusive Marketing

Pragya Singh and Aayushi Sahu

Symbiosis International University, India.

E-mail: pspragyasinh@gmail.com

In an era of the internet boom, social media buzz, and ever-changing marketing dynamics, what makes us slow down our pace is the ultimate need for a sustainable approach to marketing that calls for diversity and inclusion through the medium of marketing. In this paper, the concept of 'Inclusive Marketing' and the spectrum of facets it holds in the future are presented. The paper talks about the relevance of inclusive marketing in today's era whilst highlighting the underlying principles behind the concept of Inclusive Marketing. The authors have also encapsulated the theme of Industrial Revolution 4.0 and Marketing 4.0 to give the paper a broader scope. The paper strives to illustrate the evolution of Marketing and Inclusive Marketing.

Keywords: *Diversity, Marketing, Inclusive Marketing, Sustainable, Industrial Revolution 4.0.*

ID: 117

Entrepreneurial Journey of B School Graduates... Gender Diversity!! Awareness & Acceptance!!

Neha Sharma

Birla Institute of Management Technology, India.

Email: neha.sharma@bimtech.ac.in

Purpose – Much research has already been done to seek and determine the importance of Entrepreneurship in an economy. Empowering woman with entrepreneurial skills is also a focus area across the world. The education ecosystem is timely revised and revisited to keep the youth imbibed with entrepreneurial skills to lead to estimated economic growth by 2025. The aim of this research is to understand where the youth is moving to. B School students who are pursuing their course in Management, are aware and willing to be in a recruiter's shoes. Understanding students' perspectives are also useful, particularly as governments support the expansion of campus entrepreneurship.

Approach – The key questions that this study raises are as follows:

1. Do the B School students understand entrepreneurship?
2. Do they see themselves as a Job Provider or Job Seekers?
3. Do Management Students understand that for a developed economy entrepreneurship journey is the need of the hour?
4. Most importantly, is women's student empowerment but is this brigade also confident and aware of the entrepreneurial power?

Methodology – Students from B Schools and colleges are interviewed to understand their views on entrepreneurship. Also, an exploratory survey method and samples from students of Schools were collected. The data collected is further explored to find out the questions at hand.

Implications – In 2016, under the encouragement of the then Indian Prime Minister the country and its youth have emphasised the need to Startup India with a vision to generate more employment with the creation of wealth. Startup India is goaled for the development and innovation of products and services and hence increase the employment rate in India. The government stood strong to support by reworking the course content that can help to shape the mindset and

skillset of the students. So what's the take on youth? Are they ready? This paper answers the same.

Keywords: *B School, Delhi-NCR, Experiential Learning, Entrepreneurship Education, Woman Entrepreneurship, Woman Empowerment, Enterprise Education.*

ID: 118

Socio-psychological Challenges Faced by Indian Women in Balancing Work and Family in the COVID-19 Pandemic

Shibani Banerjee

Sir Padampat Singhania University, Udaipur, Rajasthan, India.

E-mail: shibani.banerjee@spsu.ac.in

Work-Life Balance (WLB) is defined as ‘an employee’s effort towards accomplishing both the work and life role successfully such that the roles of one domain do not have any adverse effect on the other.’ (Parkes and Langford, 2008). The Pandemic COVID-19 has laid many challenges, particularly for Indian women with respect to sustaining their jobs as well as being the nurturer on the home front. Various studies (Alon et al., 2020) and media reports (Ascher, 2020) have demonstrated the challenges and difficulties of working women’s WLB since this Pandemic seems to have exacerbated traditional gender stereotypes and inequalities in families and societies. Maintaining a balance between work and household chores is not only an area of concern but also a very important domain due to the contemporary, demographic, technological, market, and organisational changes associated with it. The patriarchal cultural milieu lays forth the dual responsibilities for working women. Women are looked upon as caregivers and provide socio-psychological support to the family. The financial support provided by her is often ignored, undermined, and less talked of. While at the professional front as well she keeps juggling, matching the performance indicators, giving her best, and striving to keep up on all the fronts. Her efforts as an employee, sincerity towards work, and basic empathetic nature is often ignored and labelled as ‘weak’ and ‘incompetent’. The paper intends to present an overview of the problems faced by working women during the Pandemic,

problems of negligence and deprivation of women's identity, and their quest for selfhood and respect in the domestic and professional domains. It shall suggest some changes and strategies to be developed on both fronts to give her space and voice without compromising her self-esteem and assertion.

Keywords: *Assertion, Work-Life Balance, Patriarchy*

ID: 119

Women Empowerment in India: Problems and Prospects

Dr. Vaishali Devpura¹ and Dr. Shibani Banerjee²

¹ *Govt. Meera Girls College, Udaipur, Rajasthan, India.*

² *Sir Padampat Singhania University, Udaipur, Rajasthan, India.*

E-mail: shibani.banerjee@spsu.ac.in

Even though the Constitution of India provides equal rights to men and women yet women are deprived of equal status in social, political, and professional arenas. Women in India continue to live under the stress and strain of male domination so the empowerment of women is crucial for the development of India. Das (2013) has rightly commented that empowerment includes several dimensions as self-strength, self-control, self-power, self-reliance, choice, dignity, independence, and so on. The process of women empowerment is a challenge to the ideology of the patriarchal system and the gender-based discrimination against women on the social, economic, and political front. For global progress, women empowerment is an approach that is concerned with transforming power relations thus enabling the women to assert themselves and pave their way towards development and independence. The current article investigates the dimensions of women's empowerment, that is social, political, and economic. It shall focus on bringing out the challenges of the women of India in these areas and their prospective solutions. The transformation can be brought about only when society and women themselves change their mindset and become aware of their rights, capacities, and potential. The paper shall also look at the possibilities and the initiatives taken by the government, society, media, and voluntary organisations to mitigate the gap and create awareness about the opportunities for women empowerment.

Keywords: *Women Empowerment, Gender-Discrimination.*

ID: 120

Advancing Professional Inclusion: An Initiative to Support Foreign Physicians in Austria

Franziska Ecker¹ and Anja Ogris²

¹ *MedUni Vienna's Network of Female Scientists (WNWmed)*

² *Medical University of Vienna, Austria.*

E-mail: franziska.ecker@posteo.de

Migration, whether voluntary or forced by external circumstances, is a huge challenge of our times. Trying to establish oneself in a new country is a daunting task. Even a good educational background does not ensure a smooth integration in the host country. In Austria, physicians (medical doctors) who obtained their medical degree outside the European Union, must go through a validation process, called nostrification, before they are allowed to practice their profession. First, based on their documents and study records (in German or English), it will be decided whether their education is comparable to the Austrian one and, thus, can be allowed to apply for the nostrification. Then, their detailed knowledge of ten different clinical subjects is evaluated through an assessment test. Depending on the results of this test, participants have to take further examinations in several disciplines. Finally, for the approbation to practice medicine in Austria they also must take a German language examination.

To comprehend all the criteria and requirements needed in this process is challenging even for those speaking German fluently. With the growing number of applications (i.e. due to the increasing numbers of asylum seekers), the nostrification process became more complex and many applicants reported difficulties, misunderstandings, and frustration.

WNWmed, an association of female scientists at the Medical University of Vienna with the mission to support women in medical science, established the project WNWmed-NOST to support nostrificants in Vienna. The aim of the project is to provide guidance and support, reduce the duration of the nostrification process for the individual physician, and accelerate the integration of 'high potentials' into the Austrian medical system which is currently confronted with a lack of physicians.

To achieve our goal, we had the following objectives: (1) To organise information events where we bring together those responsible for the nostrification

process at the Medical University of Vienna and those who plan to go through this process; (2) To prepare the candidates for the assessment test; and (3) Help them with the preparation for the follow-up clinical examinations.

Since 2017, nine information events, reaching more than 200 participants were organised. During these events, the nostrification process is explained in simple German and if necessary, in English. In 2021, more than 20 nostrificants participated regularly in weekly ‘learning groups’ where the nostrificants, guided by an Austrian medical student, prepare for the assessment test. Most participants of the learning groups passed this test successfully. Further trainings (e.g. ECG training, eye diseases, immunology) were organised on a bimonthly basis, held by so-called ‘senior buddies’, physicians who have already successfully passed the nostrification process, and facilitate the access of nostrificants to observerships and clerkships at public hospitals in Vienna. Furthermore, workshops were organised in medical German to prepare them for their medical practice and the language test.

The successful results of the participants in the assessment test and their positive feedback reinforce motivation and demonstrate the importance of the current project. To cite a former nostrificant:

The nostrification process in Austria is a long way with big obstacles, e.g. German language skills and the extensive medical knowledge required for the test. WNWmed-NOST supported me and gave me friends for life. Together we conquered this long and lonely way.

Keywords: *Nostrification, Inclusion, Migration, Medical Doctors.*

ID: 121

Entrepreneurship, Sustainable Leadership, and Women: Cases of Women’s Successful Businesses

Karin Kuchler¹ and A.R. Rajagopalan²

¹ FH JOANNEUM, University of Applied Sciences, Austria;

² St. Joseph’s Institute of Management, Bangalore, India.

E-mail: karin.kuchler@fh-joanneum.at

Modern society has witnessed the convergence of major societal institutions such as work, home, and school (education) in one physical location especially due to the Covid-19 pandemic. This has led to a vast majority of individuals experiencing

conflicts between the demands of work and their families. New ‘work-family arrangements’ have resulted in such conflict, so that Work-Life-Balance (WLB) has given rise to the concept of Work-Life-Integration (WLI). Especially women have experienced increased pressure resulting from the double-bind of home-office and home-schooling, threatening their economic independence and position on the job market. In the aftermath of the Pandemic, the role of governments, international organisations, and Non-governmental Organisations (NGOs) concerning the issues of gender equity, diversity, and inclusion, both in education and employment will become even more important. The Sustainable Development Goals (SDG) represent one globally-focused approach, which can be translated to the regional level to create a society promoting equal employment and education opportunities.

These lead to increased responsibilities for the stakeholders concerned to be supportive and actively integrate relevant SDGs into their organisational strategies as well as leadership practices to ensure equal employment, superior employee performance, job satisfaction, and empathy to the student community, all of which will result in increased productivity. Employee and student welfare are crucial for economic development. Consequently, corporations and educational institutions have realised that diversity and inclusion are pivotal elements of their future development. To facilitate organisational learning, cases of successful female entrepreneurship contribute to the creation of a ‘new normal’, considering ‘next practices’ rather than ‘best practices’.

In this context, this paper will examine issues of gender equity, diversity, and inclusion in education and on the job market across regions—the Americas and Europe in general and India, in particular, through instances of women’s successful businesses and ‘next practice’ cases of female entrepreneurship excellence.

Keywords: *Diversity, Inclusion, Gender Equity, Work-Life-Integration, Sustainable Development Goals, Female Entrepreneurship.*

ID: 122

Poverty and Gender: Why Girls are Not Visible and How to Change This?

Anna Riegler and Miriam Burkia Stocker

FH JOANNEUM, Austria.

E-mail: anna.riegler@fh-joanneum.at

Presentation of results of a research project ‘girl’s poverty’

The research questions are as follows:

1. How does social work deal with the situation of girls who live in poverty and how do current research projects perceive girls’ needs and demands for more social justice?
2. How do social workers and researchers recognise the intersection of gender and migration?
3. Which experiences and ideas do experts have to change the situation of girls to increase social equity?

The aims of the research project are as under:

- To give an overview of the state of research, especially in German-speaking countries with the focus on the following questions:
 1. Which questions have been asked in recent research projects on the intersection of poverty, migration, and gender – with a focus on girls?
 2. Which results are available concerning girls’ poverty and inclusion?
- Furthermore, experts in social work were interviewed about their experiences with girls’ poverty.
- Referring to multidimensional theoretical approaches and the Child-Well-Being-Index, girl’s experiences with monetary resources are investigated along with questions about social circumstances, the dimensions of health and safety, the educational well-being, careers, the family and peer relationships, the subjective well-being, always in the intersection of poverty, gender, and migration.

In February 2022 the results were presented:

1. What are girls’ needs in the context of poverty?
2. What are the demands on social justice concerning the consequences of poverty? How can a girl’s needs become more visible?

International exchange is the area of research because this research was conducted with the local perspectives of social work and science in Austria.

Keywords: Poverty, gender, migration, Child-Well-Being-Index, careers.

ID: 123

Relevance of Resilience in Career Change: 50+ Aged Women Searching for New Work Opportunities

Tytti Steel¹ and Pia Heilmann²

¹ *University of Helsinki, Finland.*

² *University of Eastern Finland, Finland.*

E-mail: tytti.steel@helsinki.fi

This study explores the possibilities women aged 50+ have when they are forced to make a fundamental change in their working life. This two-case study from Finland is based on interviews of women who are at a crossroads the women in Case 1 are unemployed and are looking for new opportunities; the women in Case 2 have decided to start as entrepreneurs. The study explores what kind of resilience is expected in a career change situations and what are the preconditions of opening up a new career path.

The paper focuses on experiences of career change communicated in interviews that were conducted in 2016-17. The interviewees are 50+ aged women living in Finland. Ageism and higher unemployment of older job seekers are common challenges in post-industrial countries such as Finland. The paper contributes to the discussions on active ageing, prolonging careers, and supporting the agency of women in the job market. Finland is a positive example of the active role of women in working life-women's employment rates are high and women are business owners.

Based on previous research on resilience (Kuntz et al., 2016; Robertson et al., 2015), a framework of the resilient agency is outlined, which is used as a lens in analysing the interview data. The framework consists of three forms of resilient agency, namely, adaptive and proactive behaviour, and support seeking and crisis management. The paper is concluded by mapping these three on the individual, community/organisational, and official/policymaking levels.

Keywords: *Employment, Self-employment, Entrepreneurship, Resilience.*

ID: 124

Women in Leadership: A Case Study of the Insurance Sector in India

Maya Vimal Pandey

Birla Institute of Management Technology, India.

E-mail: maya.pandey_fpm20@bimtech.ac.in

Objective – Leadership is a gender-neutral concept yet the skewed gender ratio in senior positions narrates a different story. Numerous studies acknowledge the positive contributions of women leaders to organisations in any sector. The recent pandemic being better handled by countries having women leaders is evident from the study published by the World Economic Forum (WEF) and the Centre for Economic Policy Research. But the statistics of The Global Gender Gap Report, 2021 published by WEF state that it will take 135.6 years to close the gender gap worldwide and 195.4 years in South Asia. India's rank is a dismal 140 in the Global Gender Gap Index of 2021. Is this worrying? Yes, what can be done? The progress towards countering gender stereotypes is painfully slow, particularly in the financial sector. This research paper aims to study and analyse the challenges in the path of leadership positions for women in the financial sector at large and insurance in particular, in India.

Women leadership inspires and empowers the younger women in the organisations, hence based on the mixed method approach this study attempts to explore the challenges faced by the women on the path to reaching senior positions. The reasons for dropping out of women at middle-level positions, halting their careers and barriers to coming back to the mainstream. Is gender a factor in risk-taking capabilities? Do women need a reservation for the top positions?

Methodology – Secondary data from the annual reports of the insurance companies along with a semi-structured interview of a few women in leadership positions in the insurance sector to capture their experiences.

Keywords: *Women Leadership, Insurance, India, Financial Sector, Organisation Performance.*

ID: 125

Employment Gaps of Highly Educated Foreign-born Women in Finland: An Intersectional Approach

Hülya Yüksel, Shadia Rask, Eero Lilja, Regina García Velázquez and Hannamaria Kuusio

Finnish Institute for Health and Welfare (THL), Finland.

E-mail: hulya.yuksel@thl.fi

Previous studies have demonstrated that foreign-born women face multiple disadvantages in the Finnish labour market. As a result, foreign-born women are less likely to be in full-time employment in comparison to women from the general population and foreign-born men. Moreover, when employed, they were also more likely to be overqualified for their jobs. The employment gap adversely impacts the lives of many women and their children (e.g. poverty), leading to disparities in health and wellbeing, as well as underutilisation and waste of human capital in society.

Methods: Using data from the Survey on Well-Being among Foreign-Born Population (FinMonik 2018–19) carried out by the Finnish Institute for Health and Welfare, employment outcomes were compared across different countries of origin, sex, and education levels in studied population groups, aged 25-64 years. An inter-categorical inter-sectional approach was employed to make visible how multiple simultaneous disadvantages intersect to produce inequities in employment outcomes. Analysis weights were applied in the analyses and the confidence intervals (95 per cent CI) were constructed around the relevant proportions.

Results: Labour market outcomes varied greatly based on sex, ethnicity, and education levels both within and across studied groups. In general, men did as well or significantly better than women in terms of full-time employment across all countries of origin and education levels. Focusing on women, there was a huge gap between high educated Estonian women, who had the highest rate of full-time employment among women (72.8 per cent) (95 per cent CI [59.3-83.1]), and highly educated women from Sub-Saharan Africa and the MENA with full-time employment (41.8 per cent and 33.8 per cent) (95 per cent CI [23.3 – 63.0] and [20.6 - 50.2], respectively). Similar gaps separated women with low education. With less than 10 percentage points, low-educated women from

North Africa and Middle-East had the lowest full-time employment (9.3% per cent) (95 per cent CI [5.2-16.1]). Their male peers did better with 46 per cent (95 per cent CI [37.5-54.8]), yet the rate remained lowest among low-educated men.

Conclusion: The results indicate that the intersectionality of the country of origin/ethnicity, sex, and educational level affects participation in the labour market. Distinct employment gaps between population groups suggest that multiply disadvantaged groups face significant barriers in working life. To improve health and social equity, solutions are needed to remove structural barriers to employment that unfairly disadvantage certain groups of people.

Keywords: *Employment Gaps, Foreign-born Women, Inter-categorical Intersectionality, Diversity.*

ID: 126

Is Workplace Dignity Shaped by Gender? Workplace Dignity Experiences by Male and Female Mid-managers

Marija Norvaisaite and Raminta Pucetaite

Vilnius University, Lithuania.

E-mail: marija.norvaisaite@knf.vu.lt

This study seeks to broaden the understanding of Workplace Dignity (WPD) by exploring its experiences from the perspectives of employees' gender and position in the organisational hierarchy. The concept of WPD is rooted in the Theory of Humanistic Management (Pirson, 2017).

Employees experience WPD through affirmations or, more commonly, through denials of dignity and, after being denied, WPD can be restored through organisational and employee responses (Lucas, 2015). Drawing on prior research it is assumed that experiences of WPD may differ among different social groups. Studies with Lesbian, Gay, Bisexual, and Transgender (LGBT) employees and immigrant workers show that dignity denials can stem from inequalities related to social identity (Lucas, 2017; Yu, 2016). Some WPD studies analyse gender-homogenous blue-collar workers' samples, focusing on poor working conditions and dirty work as the main reasons for dignity violations (Lucas, 2011; Hamilton et al., 2019). Other studies show that dignity denials can stem from managerial position-related work characteristics such as excessive overwork, increased

involvement linked to work intensification, lack of appreciation, and others (Lucas et al., 2012; Tiwari et al., 2021).

This paper aims to explore individual WPD experiences from gender and mid-managerial perspectives. Our choice rests on the research indicating that gender biases are still prevalent in the organisational context and shape the experiences of communication, career advancement, and job assignments given to men and women (Crowley, 2013; Heilman and Okimoto, 2008; Chan and Anteby, 2016). Moreover, the restrictions in social life imposed by the Pandemic have increased the women's workload at home and potentially contributed to the number, scope, and diversity of WPD denials. The paper focuses on middle management as this group is underresearched and is faced with multiple pressures from different organisational members (Hiekkataipale and Lamsa, 2015) that can result in WPD denials, and, further, contribute to WPD denials of others.

At present this is research in progress of collecting empirical data. The paper will present the findings from interviews with female and male mid-managers from different industries in Lithuania. The findings will be built on the questionnaire eliciting experiences of WPD denials, affirmations, and restoration techniques. The qualitative data will be analysed using comparative thematic analysis.

Keywords: *Workplace Dignity, Gender, Mid-managers.*

ID: 127

#we_do – Women Take Their Chance: A Pilot Project for Working Poor Women in Styria

Britta Feigl, Karin Langgner, and Claudia Krenn

ÖSB Consulting, Austria.

E-mail: britta.feigl@oesb.at

A view of the different indicators of labour markets, such as educational level, labour-force participation rate or interest in further education, could lead to the conclusion that employment opportunities for women have significantly improved over the last decade. However, this is not the case. Factors reducing employment opportunities still dominate the situation of women.

Traditional allocation of roles including the need to combine work and domestic responsibilities force women into non-standard employment, low-wage, and precarious forms of employment. Long periods of absence from the labour market due to caring responsibilities are frequently followed by part-time work. About 5 per cent of women working part-time belong to the group of working-poor, i.e. they live on an income under the poverty threshold although they are in employment. Single mothers and women with lower educational levels are affected by in-work poverty more often. Particularly single and older women are disproportionately affected by poverty (28 per cent compared to 24 per cent of men) (Steiermark 2018). Women of all ages are at risk of in-work poverty, regardless of their educational level, origin, or employment history. Those aged between 30 and 44 years working part-time have the highest risk.

‘#we_do – Women Take Their Chance’ is a service funded by the European Social Fund (ESF) and the Styrian provincial government, namely, the Ministry of Social Affairs, implemented by ÖSB Consulting, where poor working women get free counselling to increase their employment opportunities. ‘#we_do’ started as a pilot project on 1 June 2020.

After an intensive planning phase, a multi-professional team of counsellors started their work at four different locations in Styria to support women on their way to improving their financial situation. Counselling comprises the development of realistic plans for women’s professional future. The services offered by ‘#we_do’ are free of charge, flexible, family-friendly, and confidential. Qualification support addresses the fundamental problem of financing education and training within the target group and offers opportunities for professional improvement as well as the development of personal skills for working-poor women. Key success factors are establishing comprehensive networks in the regions, broad public relations work, intensive and focused support for the target group in the sense of case management, as well as the individual consideration of the risk of poverty outside the household context, and the possibility of funding the costs for qualification.

Keywords: *Working Poor, Women, Equality, Education, Counselling, Coaching, Poverty.*

ID: 128

Workplace Discrimination Against Women on the Basis of Their Appearance: A Case Study in the Baltic Context

Merle Ojasoo¹, Anna Maija Lämsä², Marjut Jyrkinen³ and Raminta Pučetaitė⁴

¹ Tallinn University of Technology.

² University of Jyväskylä.

³ University of Helsinki.

⁴ Vilnius University.

E-mail: merle.ojasoo@taltech.ee

Equality in workplaces has improved in many societies and discrimination, based on any grounds, is forbidden. Workplace discrimination has not disappeared. This research aims to increase our knowledge of workplace discrimination due to employees' physical appearance by examining the experiences of young female employees in Estonia. Managers' moral behaviour was conceptualised in this analysis by combining Kaptein's (2019) Model of Moral Entrepreneurship with Carroll's (1991, 2000) Moral Management Model, resulting in four types of moral management, namely, immoral, amoral, moral management, and moral entrepreneurship. The results show that covert and overt appearance-based discrimination can occur in workplaces in Estonia and that it harms individuals, organisations, and society. Organisational, managerial, and socio-cultural reasons for the discrimination are discussed. As results of discrimination individuals suffer various negative emotional outcomes such as stress, decreased self-esteem and disappointment; organisations lose talent and harm their reputation, which may have a negative impact on collaboration with stakeholders. Discrimination may lead to loss of talent at the societal level and may be a reason for emigration. The study shows that attempts by young women to resist appearance-based discrimination in an early phase of their careers are generally unavailing. The paper is concluded with suggestions as to how to develop the Model of Moral Management.

Keywords: *Appearance, Case Study, Discrimination, Gender, Moral Management, Organisational Behaviour, Women.*

ID: 129

Gender, Telework, and the Blurring Boundaries of Work in the Era of Pandemic

Mira Karjalainen

University of Helsinki, Finland.

E-mail: mira.karjalainen@helsinki.fi

The boundaries of work become blurred in many ways in modern working life, especially during the Covid-19 pandemic. The study examines the blurring boundaries of work, first regarding time and place, and second, the emotional, social, spiritual, and aesthetic labour. The data for the study consists of two surveys conducted in a consulting company operating in Finland in fall 2020 (N 87) and fall 2021 (N 92). By utilising the intersectional perspective, the study analysed different genders' views on the blurring boundaries of work during the Covid-19 pandemic. Among other things, women reported slightly more emotional labour. The same amount of social labour was reported by all genders, but women reported experiencing a sense of inadequacy in maintaining work friendships and networks. Spiritual labour, that is, different techniques of mind, was practiced evenly, but whereas men stated that they did not practice any technique, women experienced a bad conscience about inaction. Teleworking had changed aesthetic labour for all genders, but it had changed more radically for women and the ways of aesthetic labour were gendered. According to the study, blurring boundaries of work and attempts to draw those boundaries become gendered, as gender and life situations are reflected in many ways in experts' experiences on teleworking.

Keywords: *Gender, Telework, Work Boundaries.*

ID: 130

Impact of Parental Leave Length on Mother's Employment and Career in Estonia

Mari Kooskora and Kristi Ong

Estonian Business School, Estonia.

E-mail: mari.kooskora@ebs.ee

Although the participation of women in the workforce and presence in most career fields has been increasing especially during the last decades, the motherhood penalty continues to be an important factor in the world of female's work. The current exploratory study focuses on parental leave and the impact of its length on a mother's employment and career in Estonia. The rather generous parental leave and benefits scheme was introduced in 2004, however, the impact of it on a mother's career has been only briefly studied. The aim of the study is twofold—first, to find out what are the factors influencing the decision about the leave length, and second, what are the factors influenced by the leave length. The primary method of data collection is a structured questionnaire among working mothers and quantitative analysis of the responses. Additionally, semi-structural interviews are carried out to provide qualitative data to shed detailed light on the issues raised in the survey. According to this study, the Estonian parental leave scheme has a significant impact on maternal employment and mothers' career. Only 10 per cent of women return to work within a year and almost one-third of mothers stay home for 2 or more years. This survey indicates that there are strong associations between the leave length and post-leave employment—long leave periods reduce income and the possibility to return to the pre-leave position. At the same time, there are lasting social prejudices and culture-derived attitudes about maternal employment, and women are still seen as family caretakers both by society and their employers. Recommendations given in the current study include further research regarding the topic, changes in the parental leave scheme, and also suggestions to employers on how to support mothers' return to the labour market and reduce the cost of absence and temporary replacement for organisations.

Keywords: *Parental Leave, Length of the Parental Leave, Motherhood Penalty, Maternal Employment.*

ID: 131

Gender Pay Gap: Can Working Conditions Empower Women to Earn More?

Aurelija Novelskaite¹, Rasa Pusinaite-Gelgote² and Raminta Pucetaite²

¹*Vilnius University, Lithuania.*

²*Kaunas University of Technology, Lithuania.*

E-mail: raminta.pucetaite@ktu.lt

Previous research shows that Gender Pay Gap (GPG) can be explained by factors at the micro (e.g. personal attributes of employees such as education and job experience), meso (e.g. characteristics of enterprises such as field of economic activity, enterprise size, enterprise control) and macro (e.g. legal regulations, market trends) levels (Leythienne and Ronkowski, 2018; Grund, 2015; Castagnetti and Giorgetti, 2019, Rattso and Stokke, 2019; Majchrowska, et al., 2015). However, previous studies on the GPG causes do not consider potential effects of working conditions (e.g. amenities, physical environment, stress and noise levels, degree of safety or danger) and employees' involvement in the working context. Meanwhile working conditions and job quality (Parent-Thirion, et al., 2017) have been found to predict mental health issues, fatigue, and burnout (Parent-Thirion, et al., 2017). Consequently, these outcomes may have negative effects on health in general (Parent-Thirion, et al., 2017) and cause poor work-life balance (Parent-Thirion, et al., 2017), which may explain differences in GPG.

Therefore, in this presentation, the effects of working conditions on women's wages (as an indicator of gender equality and empowerment) and the GPG (as an indicator of gender inequality) in different socio-cultural (post-socialist), occupational (ISCO 8 classification of occupation groups), and national (Baltic and CEE countries) contexts are explored. The European Working Conditions Survey data was used to compare the causal relations in several groups of employees earning above or below the average hourly wage in a professional group. This will lead to conceptualisation and empirical elaboration of the previously created model depicting the effects of working conditions on a person's earnings as an aspect of her empowerment.

Keywords: *Empowerment, European Working Conditions Survey, Gender Pay Gap, Women, Wages.*

ID: 132

Developing Female Entrepreneurship and Leadership: Case fProject Program Palette

Anne Keränen¹ and Terttu Savela²

¹ *University of Oulu, Finland.*

² *Oulu University of Applied Sciences.*

E-mail: anne.keranen@oulu.fi

While the number of women in business has been increasing, women are still underrepresented, especially in decision-making and growth entrepreneurship positions. The aim of this presentation is to introduce a case that includes a versatile range of development programs called fProject Program Palette. It has been developed since the beginning of the 2000s for women in leadership and entrepreneurship positions in Finland. The target of development has been to encourage women in different career phases or businesses to seek more demanding positions or to develop their businesses.

The fProject Program Palette combines education, development, and research following the principle of lifelong learning. The Palette consists of various modules which are designed to support the leadership and entrepreneurship opportunities of women in the different stages and needs in their career; fStart and fPro for establishing a business; fGrowth and fDesign for expanding and developing the business; fTravel, fLeader, fVision, and fMBA for stabilising the business.

The programs in the Palette are designed specifically for diverse women to promote their opportunities and functioning in leadership and entrepreneurship with specific goals which are as follows:

- Increase gender equality in leadership and entrepreneurship
- Strengthen women's identity as leaders
- Encourage women to find their way of leadership and entrepreneurship
- Support women in career development and finding meaningful work
- Advance women's business management competency
- Support women's professional networking
- Increase co-operation between universities, institutes of higher education, and work-life organisations both nationwide and at the European level.

In this presentation, the programs of the Palette are introduced in a detail and discuss the effectiveness of the development activities to the women's careers and competencies.

Keywords: *Women, Development Project, Leadership, Entrepreneurship, Finland.*

ID: 133

RoJGaR: Blockchain-based Supervised Analytics Scheme for Human Resource Management in Smart Communities

Pronaya Bhattacharya¹, Debanjana Roy², Ashwin Verma¹ and Deepti Saraswat¹

1Department of CSE, Institute of Technology, Nirma University, Ahmedabad, Gujarat, India.

2WebzLabz Pvt. Ltd, Ahmedabad, Gujarat, India.

E-mail: pronoya.bhattacharya@nirmauni.ac.in

In smart communities, existing Human Resource Management (HRM) processes for the search of Potential Candidates (PCs) are complex owing to manual PCs record verification, background checks, and salary considerations. HRM processes are complex and involve organisational stakeholders like HR managers, technical managers, and higher management that elect a PC based on available Job description (JD) sets. Thus, in large organisations, Third-Party Recruiters (TPR) are often hired to manage the organisation HRM process, which increases the recruitment and staffing cost, and might be biased and corrupted towards the selection of a favoured candidate. On the other side, the recruitment and shortlisting process is non-transparent for PCs and involves diverse factors like JD suitability, previous employer ratings, background, and professional credentials. Thus, to address the limitations, in this paper, a scheme named *RoJgaR* is proposed that fuses Blockchain (BC) and Supervised Machine Learning (SML) to propose a transparent, chronological, and immutable analytical model which simplifies the entire HRM process, without the involvement of TPRs. The Scheme operates in two phases. In the first phase, academic and professional records of PCs are mapped to JD via a linear regressor, and the Job Suitability Score (JSS) is predicted. In case JSS is higher than 0.7, a transaction is added to the BC ledger, and proposed an interview call to the PCs. Based on PC JSS,

and interview score, an Employee Reputation Score (ERS) is computed via a decision-tree model, that signifies the selection of PCs. Both JSS and ERS meta-information is chronologically recorded and timestamped in BC ledgers. For SML benchmarking, the *Kaggle HR dataset* is considered with 36 attributes and 311 rows to propose the JSS and ERS. For BC simulations, parameters like mining cost, node throughput, and Recruitment Trust Probability are considered. The results indicate the efficacy of the proposed scheme against conventional schemes.

Keywords: *Blockchain, Data Analytics, Employee Verification, Human Resource Management, Smart Communities.*

ID: 134

Entrepreneurship, Leadership, and Women

Viraj Mukeshbhai Parekh

Nirma University, India.

E-mail: virajparekh1@gmail.com

Women Empowerment and Entrepreneurship are the most frequently used words of the twenty-first century because this is the need for hours. India is the second-ranked country in terms of population, majorly youth but India is facing the problem of brain drain. One of the reasons is the lack of proper opportunity in terms of job or work which gives a handsome pay structure as well compared to the West. Also, because the competition is so high that the employer would immediately find a replacement as well. In this scenario, Entrepreneurship needs a boost, because ultimately it plays a major role in the economic growth of the country. In this paper, a novel try is made to link women with entrepreneurship. Women are inherent entrepreneurs. But, there are fewer numbers of women entrepreneurs than men entrepreneurs in our country. A few of the social liabilities, societal fear, behaviour of society towards women leaders, etc., make the woman feel cornered. Sometimes they are afraid of taking some unconventional path even when they are capable to do so. But, if there is a need to grow as a country and as an economy, then we must bring change for the betterment of society. A few suggestions are listed in the paper to motivate and encourage women to embark upon the journey in the field of entrepreneurship.

Keywords: *Women, Entrepreneurship, Women Entrepreneurs.*

ID: 135

Challenge for Modern Indian Woman: Work-family-life Relationships

Krupali Virag Shah

Nirma University, India.

E-mail: krupali.shah@nirmauni.ac.in

Today in the era of the twenty-first century, it is a constant struggling life issue for every woman—A work-family-life relationships. There are many factors, which are responsible for the issue of this relationship crisis. The traditional frame of mind about women still does not change in India. Till date, they expect that the role of women is mainly basis to the household activities like raising children, cooking, and working in shade of their in-laws. Even though she is earning a good amount she needs to do work expected to work after returning from the office.

Most factors, which are responsible for work-family-life relationships for Indian women are as follows:

1. Gender unfairness
2. In-laws and their extended family
3. Multitasking work at home as well as in the office
4. Family crisis
5. Woman's acceptance of male dominance in society
6. Discrimination of a woman by woman

In India, still there is a belief that men can use their power to victimise women and control them. There are a number of cases, which come to notice in day-to-day life about the superiority of men and their influence on women. There are situations for a woman at work as well home as her whole life is under pressure to win men's approval. These vulnerable situations put pressure on the woman and ultimately it limits their development.

Truly, in the twenty-first-century era, a very confusing picture of a woman is portrayed. A woman finds themselves isolated and detached. Nowadays women demand the chance to control their destiny as individuals and as a leader. They also want to be firm and determine the way forward for their families, communities, and societies. This demand from women for authority can cause

friction between men and women. These conflicts occur in a number of ways and for which neither is prepared.

This paper discusses the factors, which are responsible for the work-family-life relationships of an Indian woman. The discussion also recommends some coordination and consistent efforts, which will require the same.

Keywords: *Multitasking, Modern, Women of India, Relationships.*

ID: 136

Blended Traditional and Digital Marketing for Empowering Women Artisans: An Empirical Approach

Uma Anurag¹ and Simran Kaur²

¹Research Scholar and ²Associate Professor

Department of Commerce, Faculty of Commerce and Business Studies, Manav Rachna International Institute of Research and Studies Faridabad, Haryana, India

The Indian handicraft industry is one of the oldest and biggest industries in India. A significant number of artisans are engaged in the handicraft sector which provides primary and subsidiary employment, especially to women. The data published by various ministries on the engagement of women (56.13 per cent in handicrafts) proves the importance of this sector in empowering women in India.

Digital Marketing emerged in the 1990s and the 2000s. It is an approach of electronic communication that is used by marketers to endorse goods and services in the marketplace. In the recent past, many e-commerce portals and digital marketing channels have been introduced by both private and government initiatives, to enhance the market outreach and livelihood of artisans engaged in selling handicraft products.

The major problem still faced by artisans is their dependency on middlemen for raw materials, finance, and the market for the finished products because of their illiteracy, ignorance, and poverty. The paper attempts to present an overview of the perception of women artisans on the existing marketing strategies, keeping in view the importance and potential of traditional and digital marketing platforms in empowering women artisans as well as their readiness and challenges being faced in adopting digital marketing platforms for selling handicraft products. The data was collected using a structured questionnaire. The collected data has

been further analysed with the help of statistical techniques. Even though the new era of the digital age is here, the finding suggests that women artisans should not ignore traditional methods, and try to blend digital marketing with traditional campaigns to achieve their goals.

Keywords: *Traditional Marketing, Digital Marketing, Women Artisans, Empowerment, Handicrafts.*

ID: 137

Business Growth by Ownership Transfers in Female Entrepreneurs' Businesses

Emilia Kangas and Sanna Joensuu-Salo

SeAMK, Finland.

E-mail: emilia.kangas@seamk.fi

Business growth by ownership transfers in female entrepreneurs' enterprise's project originated based on the knowledge that women entrepreneurs less often identify business purchases or sales as means of company growth. Hence, the main objective of the project was to encourage and support female entrepreneurs to grow their businesses. This objective was particularly related to the implementation of an external growth strategy. The external growth strategy means both acquisitions and selling the business to a third party. For existing businesses, acquisitions offer the opportunity to develop, renew, and grow. The Project also supported and encouraged ageing female entrepreneurs to develop their company so that it is in good condition for sale at the time the entrepreneurs are retiring. In addition, the Project also paid attention to the mental preparedness and well-being for the abandonment and growth of the company.

The objectives of the project were as follows:

1. Enhance female entrepreneurs' capacity to grow their business/company, including mental capabilities, such as well-being at work and endurance.
2. Enhance the ability of female entrepreneurs to implement external growth strategies.
3. Help and support the preparedness of female entrepreneurs for the sale of their company, including mental preparation.

4. Enhance the well-being of female entrepreneurs and thus help them maintain and develop the company's performance for sale when they decided to abandon it.
5. Connect successors and ageing female entrepreneurs.

Research data were also collected during the Project. This data consists of interviews with ten female entrepreneurs who made the acquisition. Interviews focused on both the ownership transfer processes and female entrepreneurship issues in general.

Keywords: *Business Growth, Female Entrepreneur, Well-being.*

ID: 138

Gender Equality: Key Developments in Europe and India

Rupert Beinhauer

FH JOANNEUM, Austria.

E-mail: rupert.beinhauer@fh-joanneum.at

The paper aims at providing an overview of the current developments in gender equality by comparing Europe with India, using the examples of Finland, Spain, and Austria, based on the data collected in the Global Gender Gap Report of the World Economic Forum. The aim is to compare the development of the major indicators in economic participation and opportunity, educational attainment, health and survival, and political empowerment using data from the last 12 years (from 2010 to 2021). The findings of this statistical analysis will be cross-referenced with statistical data which was generated in the Rainbow project during the needs analysis phase in 2018 and 2019, concerning the major career inhibitors, which were reported by Indian women starting their careers. How will the results of the largest international report on gender equality compare with the local findings of three (north-western) Indian universities? Which recommendations can be concluded from those findings for university and policymaking levels?

Keywords: *Gender, Equality, Gender-Mainstreaming, India, Europe.*

ID: 139

Where is the Inclusiveness in Sustainable Human Resource Management (HRM) for Disabled Employees?

Saara Leppänen and Suvi Heikkinen

Jyväskylän yliopiston kauppakorkeakoulu, Finland.

E-mail: saara.t.p.leppanen@jyu.fi

Track: Sustainable workplaces: Leading, managing, and organising diversity, inclusion, and gender equality

Inclusiveness is widely acknowledged as the constitutive pillar in the creation of a sustainable workplace. Inclusiveness at the workplace contributes to just and fair treatment of disabled employees who, with a strong probability, face barriers in accessing work and experience marginalisation in their careers. Despite the growing interest in social sustainability, the relatively scarce field of research has focused on the conceptualisation of *what* inclusiveness means at the workplace and how it is understood in sustainable Human Resource Management (HRM). To better understand this, a review of previous literature was prepared. In review, the focus was on academic, peer-reviewed, full articles in the field of organisation and management studies. In the search, articles from EBSCO, ProQuest ABI/INFORM, Scopus, JSTOR, and Emerald Insight databases were retrieved. In the search, the focus was on articles that concerned sustainable HRM and had a strong emphasis on the social sustainability dimension. For 1,150 articles that resulted from the search, several exclusion criteria (e.g. duplicates, articles lacking a relevant focus, environmental/green HRM, conceptual articles) were applied and came down to 34 research articles that reported an empirical study with an employee perspective in the centre. A dominant part of this research was quantitative and conducted in the Asian context. Relying on a thematic analysis, three subfields were identified which are as follows:

1. *Sustainable HRM for an enhancing employee well-being*
2. *Sustainable HRM for enabling a comprehensive career thinking, and*
3. *Sustainable HRM for creating a fair society.*

In these subfields, the understanding of inclusiveness varies, and its integration into HRM is insufficient. The identified research shortages and potentials for empirical investigations in the future were discussed.

Keywords: *Inclusiveness, Social Sustainability, Sustainable Hrm, Literature Review, Disabled Employees, Diversity.*

ID: 140

The Case of the Female Executive Expatriate: Juggling Traditional Role Models to Reach C-level

Insights from a Global Survey Investigating Career, Personal, and Family Satisfaction While Being on the Move

Gertraud Eregger

Gertraud Eregger, Austria.

E-mail: gertraud.eregger@gmail.com

Female Executive Expatriates only make up 25 per cent of the overall expats working abroad. The ‘aliens’ among women working in global roles on assignment juggle traditional role models. The impact on family dependence, financial income as the primary income source, and also combination of other family roles is intensive for most of the women.

What are the drivers to growing global careers for women? What are the obstacles, the biggest worries, and struggles? And what are the key barriers to saying ‘No’ to an assignment, and in many cases also ‘No’ to a further career up to C-level? An international assignment is a catalyst for a progressive career and in many global organisations demanded to reach a leading decision-making role. The study had been conducted among approximately 60 female executive expatriates from very diverse cultural backgrounds. The insights of key leadership success factors and key struggles related to career growth, family decisions, and even considering stopping a global career are shared in this presentation.

The insights can be discussed in light of India’s economy and culture of sending expats abroad, which had not been part of the study. The study includes

female executive expatriates of European, the United States of America, South American, and African countries. The discussion may also initiate ideas to build conscious talent discussions at an early age to promote diverse careers at an early age. What could be the impact of sharing the stories of (Indian) Female Executive Expatriates, who juggled all traditional role models, moved abroad, had a family and a career, and came back to a progressive career in the country while maintaining high levels of resilience?

Keywords: *Women Leadership Abroad.*

ID: 141

Diversity 360: Toward an Inclusive Culture at Hitachi Energy

Virpi Ala-Heikkilä

Hitachi Energy.

E-mail: virpi.ala-heikkila@hitachienergy.com

At Hitachi Energy, the belief is that building a culture of diversity and inclusion makes each of us stronger as individuals and in teams. Hitachi Energy champion a culture in which individual unique strengths are embraced. The Company aims to create a culture of diversity and inclusion and model these behaviours through leadership. Hitachi Energy is introducing *Our Leadership Pillars* as one of the accelerators for living a more diverse and inclusive culture.

The Company is committed to creating an environment where all talents are given the opportunity to thrive. Diversity 360 is about all of us, and the focus is on where we know we can do better. There is a lack of gender diversity across the workforce. Just 19 per cent of the 38,000-strong workforce today is female. While there are several outside factors influencing this, particularly the talent pool and lack of female applicants for technology careers, Hitachi Energy acknowledges that this number is too low. The Company committed to increasing it to 25 per cent by 2025 through the female acceleration programme. The focus of the Company is on senior leadership positions, middle managers, and early career hires.

The Company wants to create an environment in which talent is empowered to contribute to an inclusive culture, in which unique strengths are embraced,

respected, and used as strength to drive people forward. Hitachi Energy is committed to providing equality for all, through which will support, encourage and guide current and future talents so that everyone can reach their full potential. The Company wants to offer a meaningful employee experience to existing and future talents where people can think big, work with purpose, and power their careers.

About Hitachi Energy

Hitachi Energy is a global technology leader that is advancing a sustainable energy future for all. The Company serves customers in the utility, industry, and infrastructure sectors with innovative solutions and services across the value chain. Together with customers and partners, the Company pioneered technologies and enable the digital transformation required to accelerate the energy transition towards a carbon-neutral future. Hitachi Energy is advancing the world's energy system to become more sustainable, flexible, and secure whilst balancing social, environmental, and economic values. Hitachi Energy has a proven track record and unparalleled installed base in more than 140 countries. Headquartered in Switzerland, the Company employs around 38,000 people in 90 countries and generates business volumes of approximately US \$10 billion.

Keywords: *Diversity, Inclusion, Female Acceleration, Inclusive Culture.*

ID: 142

Cultural Diversity in the Creativity of Filmmaking Teams

Minna Liikanen

University of Jyväskylä, Finland.

E-mail: minna.t.liikanen@jyu.fi

The presence of diversity in many contemporary organisations has increased the need to understand diversity, and especially cultural diversity, in organisations by the early 2020s. To date, teams have also become a common, and even a self-evident part of modern organisations, due to lowered hierarchies as well as the organisation of work to be carried out on a project basis (Shin et al., 2012). Together the tendencies towards diversity in organisations as well as the use of teams actualise in teams, the members of which differ from each other

in terms of the team members' nationalities. Here, such teams are referred to as *culturally diverse teams*, that is, teams of two or more members, which consists of representatives of different nationalities, who are interdependent, share their goals and responsibilities, engage in frequent interactions with each other, as well as operate in an organisational context (Kozłowski and Bell, 2013).

In the organisational literature, teams, overall, have been argued to be capable to perform tasks that are both complex and knowledge-intensive (Amabile et al., 2004; Burke et al., 2006). In particular, teams are considered effective units in performing a task that require creativity (Kurtzberg, 2005; Tadmor et al., 2012), which can be understood as the production of responses that are novel, useful, and appropriate for a certain purpose or a goal (Amabile, 1988; Oldham and Cummings, 1996). Indeed, creativity has become important for contemporary organisations. After all, it is considered a precondition for an organisation's ability to respond to changes and seminal for organisational performance, innovation, and competitiveness (Amabile, 1988; Anderson et al., 2014; Zhou and George, 2003; Zhou and Hoever, 2014).

Interestingly, since the 1990s to date, arguments have been presented especially in two distinct streams of research, namely, culturally diverse teams in organisations and creativity in organisations, which underscore that teams can benefit from diversity, especially in their creativity (Bassett-Jones, 2005; McLeod et al., 1996; Stahl et al., 2010b). Although team diversity and team creativity have been studied as two distinct phenomena in research on diverse teams in organisations and research on creativity in organisations, an area of research that has remained much ignored in the intersection of these two streams of research concerns *the creativity of culturally diverse teams*. In particular, the understanding of the meaning of diversity in team creativity has remained limited.

In this abstract, research findings, which are based on a doctoral dissertation (Liikanen 2021a) that investigated the creativity of culturally diverse teams within a highly time-constrained rapid creative process through two case studies concerning teams that operated in the international music and non-profit film industries are presented. One of the research objectives was to improve understanding of *how the team members and stakeholders of the culturally diverse teams perceive the meaning of cultural diversity in team creativity*. More specifically, here the focus is on research findings from the case study of filmmaking teams in the non-profit film industry.

Keywords: *Team Creativity, Team Diversity, Information and Decision-Making Theory, Case Study, Rapid Creative Process, Film Industry.*

ID: 143

Skill Development Practices and Promotion of Inclusivity Among Informal Women Workforce: The Case of Self-employed Women's Association (SEWA), Ahmedabad

Rahul Gandhi Burra¹ and Parulkumari Bhati²

¹ NALSAR University of Law, Hyderabad, India.

² Nirma University, Ahmedabad, India.

E-mail: dr.parulbhati@gmail.com

National Policy on Skill Development 2009 emphasised skill development for the informal sector to achieve inclusivity. Self-employed Women's Association (SEWA), an Ahmedabad-based trade union, operating since 1972, is actively engaged in skill development practices to enhance livelihood opportunities for women in the informal sector, thereby promoting inclusivity. There is limited literature available on reviewing the skill development practices that are being followed to promote inclusivity among the informal women workforce. This paper is an attempt to elicit, understand, and review the skill development practices promoting inclusivity at SEWA, through a case study approach.

Keywords: *Inclusivity, Skill Development, Informal Women Workforce, Sustainable Livelihood, SEWA.*

ID: 144

Gender, Telework, and the Blurring Boundaries of Work in the Era of Pandemic

Mira Karjalainen

University of Helsinki, Finland.

E-mail: mira.karjalainen@helsinki.fi

The boundaries of work become blurred in many ways in modern working life, especially during the Covid-19 pandemic. The study examines the blurring boundaries of telework, first regarding time and place, and second the emotional, social, spiritual, and aesthetic labour. The data for the study consists of two

surveys conducted longitudinally in a consulting company operating in Finland in fall 2020 (N 87) and fall 2021 (N 94). By utilising the intersectional perspective, the study analysed different genders' views on the blurring boundaries of work during the Covid-19 pandemic. Among other things, women reported slightly more emotional labour. The same amount of social labour was reported by all genders, but women reported experiencing a sense of inadequacy in maintaining work friendships and networks. Spiritual labour, that is, different techniques of mind, was practiced evenly, but whereas men stated that they did not practice any technique, women experienced a bad conscience about inaction. Teleworking had changed aesthetic labour for all genders, but it had changed more radically for women and the ways of aesthetic labour were gendered. The study also showed how the practices changed during the prolonged telework, and how this was gendered. According to the study, blurring boundaries of work and attempts to draw those boundaries become gendered, as gender and life situations are reflected in many ways in knowledge workers' experiences of teleworking.

Keywords: *Gender, Telework, Work Boundaries.*

ID: 145

Stop Discrimination! Advice and Support for Victims of Discrimination

Elke Lujansky-Lammer

Ombud for Equal Treatment, Austria.

E-mail: elke.lujansky-lammer@bka.gv.at

From 2000 onwards, member states of the European Union have had to set up bodies dealing with equal treatment. These equality bodies are designed to provide independent advice and support for victims of discrimination. Furthermore, they shall carry out independent enquiries, publish independent reports and make recommendations. Over the past years, the obligatory tasks of equality bodies have been extended to networking and the exchange with relevant European institutions. As an example of the concrete implementation of this legal obligation, the respective equality body in Austria, the Ombud for Equal Treatment, is presented. The Ombud for Equal Treatment reports on its' approach, the experiences and the challenges connected to counselling

persons feeling discriminated against because of sex/gender and other grounds (religion or belief, age, sexual orientation, and racial or ethnic origin) in the scope of the Austrian Equal Treatment Act. To promote equality, the Ombud for Equal Treatment holds training courses in companies and builds capacities and networks at regional and international levels.

Keywords: Discrimination, Advisory Service, Support.

ID: 146

Challenge for Modern Indian Woman: Work-family-life Relationships

Krupali Virag Shah

Nirma University, India.

E-mail: krupali.shah@nirmauni.ac.in

Today in the era of the twenty-first century, it is a constant struggling life issue for every working woman—A Work-Family Life Relationships. There are many factors, which are responsible for the issue of this relationship crisis. The traditional frame of mind about women still does not change in India. Till date, they expect that the role of women is mainly based on the household activities like raising children, cooking, and working in the shade of their in-laws. Even though she is earning a good amount she needs to do work and is expected to work after returning from the office.

Most factors, which are responsible for work-family-life relationships for Indian women are as follows:

1. Gender unfairness
2. In-laws and their extended family
3. Multitasking work at home as well as office
4. Family crisis
5. Woman's acceptance of male dominance in society
6. Discrimination of a woman by woman

In India, still there is a belief that men can use their power to victimise women and control them. There is a number of cases, which came to notice in day-to-day life about the superiority of men and their influence on women. There are

situations for women at work as well home as her whole life is under pressure to win men's approval. These vulnerable situations put pressure on women and ultimately it limits their development.

Truly, in the twenty-first-century era, a very confusing picture of women is portrayed. Women find themselves isolated and detached. Nowadays modern women demand the chance to control their destiny as individuals and leaders. They also want to be firm and determine the way forward for their families, communities, and societies. These demands from women for authority can cause friction between men and women. These conflicts occur in a number of ways and for which neither is prepared.

This paper discusses the factors, which are responsible for the work-family-life relationships of Indian women. The discussion also recommends some coordination and consistent efforts, which will require the same.

Keywords: *Multitasking, Modern, Women Of India, Relationships.*

ID: 147

Microfinance and Women Empowerment: Perspective of Clients' From RENEW Microfinance Institution in Bhutan

Purna Prasad Sharma and Dhiraj Sharma

Gedu College of Business Studies, Royal University of Bhutan, Bhutan.

E-mail: ppsharma.gcbs@rub.edu.bt

Empowering women has been a policy priority in developing economies. Among many available means of women empowerment, microfinance has been accepted and used as one of the effective tools for the same especially in venturing into micro-entrepreneurship with the help of micro-credit (Mesa, 2018). However, despite many international agreements affirming their human rights, women are still far more likely to be victims of domestic violence due to inadequate formal education and abilities which has become a matter of growing concern across the globe and in Bhutan. Increased numbers of domestic violence cases were reported to RENEW which is one of the important microfinance institutions taking care of Women's Empowerment in the country (www.renew.org.bt). The

country stands second lowest in South Asia on the World Economic Forum with a 36 per cent gender gap in economic participation and opportunity in the Global Gender Gap Index 2018 (Silwal, 2019).

RENEW provides services that support women, men, and children who have been affected by gender-based inequalities and domestic violence. However, due to scanty literatures, the degree of women empowerment of RENEW microfinance clients is not known in the country. This study, therefore, unveils the impact of RENEW microfinance on women empowerment from the client's perspective. The study is based on five factors of women empowerment such as economic decisions, children's education, domestic violence, ownership of properties and assets, and self-esteem. The inferences drawn from the primary data from the capital city of Thimphu shows that women's empowerment is influenced by respondents' qualification, age group, and marital status. It is concluded that RENEW microfinance has a positive impact towards women empowerment based on clients perspectives. However, the controlled variables have shown significant impact only for some dimensions.

Keywords: *RENEW, Perception, Women Empowerment, Qualification, Age, Marital Status.*

ID: 148

Dragon Girl on the Wheel

Dhiraj Sharma and Chencho Wangchuk

Royal University of Bhutan, Bhutan.

E-mail: dhiraj.gcbs@rub.edu.bt

This is the case of the entrepreneurial journey of a Bhutanese girl Sonam, a self-proclaimed dragon (never-say-die) girl, whose grit and struggle are as inspirational as rare. This is especially so when she comes from the tiny country, Bhutan, which stands one of the highest in world power distance and collectivism, a society that prefers to follow traditions, social norms, and keeps happiness and contentment higher on life priority than anything else. Sonam, hailing from a large and poor family, defies the social norms of completing school education in a country where education and medical facilities are offered completely free to all and experimented with various means to rein in the control of her life and support other family members, before becoming taxi-owner-driver. Looking

at this agile, sharp, daredevil girl with a guffaw, regularly plying inter-district ferries on deserted hilly roads of Bhutan in chilling cold nights alone, it is hard to imagine the odds in life she is defying. Though the Covid outbreak broke many small entrepreneurs, especially taxi owners due to stringent movement restrictions in Bhutan, this dragon girl is mulling the various options not for survival but for putting life in the next gear.

The case is not only engaging and inspirational but also provides insightful learning from entrepreneurship and women empowerment viewpoints—highlighting factors leading to entrepreneurial success including individual personality and characteristics like education, skills, grit, and determination; reflection on possibilities and opportunity costs; need of exploring unknown territories for devising means of continuous and further growth; to name a few.

Keywords: *Women Empowerment, Defying Norms, Entrepreneurship, Surviving COVID.*

ID: 152

Do Women Have Potential as Entrepreneurs? Entrepreneurial Competencies of Female Business Students

Ekaterina Demiankova and Sirje Ustav

Tallinn University of Technology, Estonia.

E-mail: ekaterina.demiankova@taltech.ee

Research on the difference between male and female approaches and behaviours in the entrepreneurship context has been part of research for a while. Statistical data still claims that only every fifth startup has at least one woman among the founders, by a GEM study they also tend to have lower confidence in their abilities.

This empirical research paper is grounded in the established concept of fourteen entrepreneurial competencies with piloted assessment instruments. These competencies are proved to be enhanced through entrepreneurship education.

With a sample of 522 female and 564 male students, statistical analysis establishes entrepreneurial competencies where female students are stronger or potentially weaker. This paper represents inclinations of international, but mainly euro area students, studying at the University of TalTech, Tallinn, Estonia.

Keywords: *Entrepreneurship, Startups, Entrepreneurial Competencies.*

ID: 153

Gender Equality: Key Developments in Europe and India

Rupert Beinhauer

FH JOANNEUM, Austria.

E-mail: rupert.beinhauer@fh-joanneum.at

The paper aims at providing an overview of the current developments in gender equality by comparing Europe with India, using the examples of Finland, Spain, and Austria, based on the data collected in the Global Gender Gap Report of the World Economic Forum. The aim is to compare the development of the major indicators in economic participation and opportunity, educational attainment, health and survival, and political empowerment using data from the last 10 years (from 2012 to 2021). The findings of this statistical analysis are cross-referenced with qualitative data which was generated in the Rainbow project during the needs analysis phase in 2018 and 2019, concerning the major career inhibitors, which were reported by Indian women starting their careers. The results indicate a negative trend in India, with economic participation declining over the last decade, while in Europe a slow but steady positive development is taking place.

Keywords: *Gender Mainstreaming, India, Gender Gap Report, Gender Equality, Rainbow Project.*

ID: 154

Women, Work, Parenthood, Caregiver, and the Purpose of Life: Narratives Across Generations and Cultures

Himanshi Tiwari

BIMTECH, India.

E-mail: himanshi.tiwari@bimtech.ac.in

Work has the same meaning for both men and women. But does the same stand for parenthood. Research shows that Indian women are leaving the workplace at an alarming rate. The pipeline is leaky at the juncture of motherhood not only in India but worldwide. The same trend is visible in childcare, elderly care, and sick care. Women across the globe are the first to quit their jobs at the time of the earlier-mentioned situations in life. This paper is a qualitative analysis through a sense-making approach across generations and cultures to enquire about the meaning that women find in their work, parenthood, and purpose in life. Women's career choices and career growth both are affected by several cultural, social, and economic factors. The method of collective autoethnography is used for data collection. The paper seeks to explore the impact of different generational mindsets in varied cultural settings on the sense that women attribute towards their work, journey as a mother, and bigger purpose in life.

Keywords: *Women Career, Work, Parenthood, Caregiver, Purpose Of Life, Sense-Making, Collective Autoethnography.*

ID: 155

The Role of Social Networks in the Career Advancement of Immigrant Women in Finland

Mukhammadyusuf Shaymardanov and Suvi Heikkinen

University of Jyväskylä School of Business and Economics, Finland.

E-mail: shaymam@jyu.fi

Professional immigrant women often struggle to find a place of employment and a preferred career that meet their education, competence, and skills. Behind

this struggle is the fact that immigrant women are often excluded from social networks that would benefit their careers. People are, hence, interested in the role of social networks in immigrant women's careers. The context under scrutiny here is Finland. The focus of this study is on the social networks of Russian women who have immigrated to Finland. In this pilot study, the role of social networks when women entered the Finnish labour market and then later when they advanced in their careers in Finland was explored. The data comprises five professional Russian women working in the fields of Information Technology (IT) and healthcare. A thematic analysis of the semi-structured interviews was conducted. As a result, it is suggested that when entering the Finnish labour market, the women faced challenges in securing their first jobs and perceived exclusion; however, trust-building and enhancing visibility as competent employees within colleagues were said to help enter the social networks. While then advancing in their careers, e-networks as well as informal support from family and colleagues were perceived as significant for career progression and coping with career barriers. Moreover, perceptions of sexuality and language discrimination were seen as limiting social networks for these women. The findings of the pilot study were discussed and research steps were presented going forward.

Keywords: *Immigrant Women, Social Networks, Competencies, Career, Exclusion, Finland.*

ID: 156

#we_do - Women Take Their Chance: A Pilot Project for Working Poor Women in Styria

Britta Feigl, Karin Langgner, Claudia Krenn

ÖSB Consulting, Austria.

E-mail: britta.feigl@oesb.at

A view of the different indicators of labour markets, such as educational level, labour-force participation rate or interest in further education, could lead to the conclusion that employment opportunities for women have significantly improved over the last decade. However, this is not the case. Factors reducing employment opportunities still dominate the situation of women. Traditional allocation of

roles including the need to combine work and domestic responsibilities force women into non-standard employment, low-wage, and precarious forms of employment. Long periods of absence from the labour market due to caring responsibilities are frequently followed by part-time work. About 5 per cent of women working part-time belong to the group of working-poor, i.e. they live on an income under the poverty threshold although they are in employment. Single mothers and women with lower educational levels are affected by in-work poverty more often. Particularly single and older women are disproportionately affected by poverty (28 per cent compared to 24 per cent of men). Women of all ages are at risk of in-work poverty, regardless of their educational level, origin or employment history. Those aged between 30 and 44 years working part-time have the highest risk. #we_do – Women Take Their Chance is a service funded by the European Social Fund (ESF) and the Styrian provincial government, where working poor women get free counselling to increase their employment opportunities. #we_do started as a pilot project on 1 June 2020. After an intensive planning phase, a multi-professional team of counsellors started their work at four different locations in Styria to support women on their way to improving their financial situation. Counselling comprises the development of realistic plans for women's professional future. The services offered by #we_do are free of charge, flexible, family-friendly, and confidential. Qualification support addresses the fundamental problem of financing education and training within the target group and offers opportunities for professional improvement as well as the development of personal skills to working-poor women. Key success factors are establishing comprehensive networks in the regions, broad public relations work, intensive and focused support for the target group in the sense of case management, as well as the individual consideration of the risk of poverty outside the household context, and the possibility of funding the costs for qualification.

Keywords: *Working Poor, Women, Equality, Education, Counselling, Coaching, Poverty.*

ID: 158

Women in Leadership Roles: A Case Study of the Insurance Sector in India

Maya Vimal Pandey and Abhijit Chattoraj

Birla Institute of Management Technology, India.

E-mail: maya.pandey_fpm20@bimtech.ac.in

Leadership is a gender-neutral concept yet the skewed gender ratio in senior positions narrates a different story. Numerous studies acknowledge the positive contributions of women leaders to organisations. The recent Pandemic being better handled by countries having women leaders is evident from the study published by the World Economic Forum (WEF) and the Centre for Economic Policy Research. But the statistics of The Global Gender Gap Report, 2021 published by WEF states that it will take 135.6 years to close the gender gap worldwide and 195.4 years in South Asia. India's rank is a dismal 140 in the Global Gender Gap Index of 2021. The progress towards countering gender stereotypes is painfully slow, particularly in the financial sector.

The scarcity of women in the top positions in a leadership role in the insurance sector in India despite their increasing numbers in the lower and middle management positions points towards the barriers confronting women. The women leadership inspires and empowers the younger women in the organisations; hence, women in the leadership roles and experience were interviewed to explore the challenges faced by the women on the path to reaching senior positions. This research paper attempts to study and analyse the challenges in the path of leadership positions for women in the financial sector at large and insurance in particular, in India. The attempt is to explore the potential remedies if gender is a factor in risk-taking capabilities or if reservation is required for women in the top positions.

This paper attempts to add value by providing the employers in the insurance sector with evidence that women possess the necessary leadership skillsets and therefore, should be encouraged to promote women to the top leadership positions, as it not only brings diversity to the team but also the other appreciated feminine qualities sought for leadership roles.

Keywords: *Women Leadership, Insurance, India, Financial Sector, Organisation Performance.*

ID: 159

Poverty and Gender: Why Girls are not Visible and How to Change This?

Anna Riegler and Miriam Stocker

FH JOANNEUM, Austria.

E-mail: anna.riegler@fh-joanneum.at

The research questions are as follows:

1. How does social work deal with the situation of girls who live in poverty and how do current research projects perceive girls' needs and demands for more social justice?
2. How do social workers and researchers recognise the intersection of gender and migration? Which experiences and ideas do experts have to change the situation of girls to increase social equity?

The aims of the research project are as follows:

- To give an overview of the state of research, especially in German-speaking countries with the focus on the following questions:
 - Which questions have been asked at recent research projects at the intersection of poverty, migration, and gender – with a focus on girls?
 - Which results are available concerning girls' poverty and inclusion?
- Furthermore, experts were interviewed in social work about their experiences with girls' poverty.
- Referring to multi-dimensional theoretical approaches and the Child-Well-Being-Index, not only girls' experiences with monetary resources are investigated but questions are also asked about social circumstances, the dimensions of health and safety, educational well-being, careers, family and peer relationships, and subjective well-being. These are always at the intersection of poverty, gender, and migration.

In February 2022, we will be able to present the results:

1. What are girls' needs in the context of poverty?
2. What are the demands on social justice concerning the consequences of poverty?
3. How can a girls' needs become more visible?

The research talks about international exchange, as the research is conducted with the local perspectives of social work and science in Austria.

Keywords: *Poverty, Gender, Migration, Child-Well-Being-Index, Careers.*

ID: 161

Employment Gaps of Highly Educated Foreign-born Women in Finland: An Intersectional Approach

Hülya Yüksel, Shadia Rask, Eero Lilja, Regina García Velázquez, and Hannamaria Kuusio

Finnish Institute for Health and Welfare (THL), Finland.

E-mail: hulya.yuksel@thl.fi

Previous studies have demonstrated that foreign-born women face multiple disadvantages in the Finnish labour market. As a result, foreign-born women are less likely to be in full-time employment in comparison to women from the general population and foreign-born men. Moreover, when employed, they were also more likely to be overqualified for their jobs. The employment gap adversely impacts the lives of many women and their children (e.g. poverty), leading to disparities in health and wellbeing, as well as underutilisation and waste of human capital in society.

Methods: Using data from the survey on Well-Being Among Foreign-Born Population (FinMonik 2018–19) carried out by the Finnish Institute for Health and Welfare, employment outcomes were compared across different countries of origin, sex, and education levels in studied population groups, aged 25–64 years. An intercategory intersectional approach was employed to make visible how multiple simultaneous disadvantages intersect to produce inequities in employment outcomes. Analysis weights were applied in the analyses and the confidence intervals (95 per cent CI) were constructed around the relevant proportions.

Results: Labour market outcomes varied greatly based on sex, ethnicity, and education levels both within and across studied groups. In general, men did as well or significantly better than women in terms of full-time employment across all countries of origin and education levels. Focusing on women, there was a huge gap between highly educated Estonian women, who had the highest

rate of full-time employment among women 72.8 per cent (95 per cent CI [59.3–83.1]), and highly educated women from Sub-Saharan Africa and the MENA with full-time employment 41.8 per cent and 33.8 per cent (95 per cent CI [23.3–63.0] and [20.6–50.2], respectively). Similar gaps separated women with low education. With less than 10 percentage points, low-educated women from North Africa and the Middle East had the lowest full-time employment 9.3 per cent (95 per cent CI [5.2–16.1]). Their male peers did better with 46 per cent (95 CI [37.5–54.8]), yet the rate remained lowest among low-educated men.

Conclusion: The results indicate that the intersectionality of the country of origin/ethnicity, sex, and educational level affects participation in the labour market. Distinct employment gaps between population groups suggest that multiply disadvantaged groups face significant barriers in working life. To improve health and social equity, solutions are needed to remove structural barriers to employment that unfairly disadvantage certain groups of people.

Keywords: *Employment Gaps, Foreign-born Women, Intercategorical Intersectionality, Diversity.*

ID: 162

Portray of Women in Advertisements: A Review

Sapna Parashar and Sanjay Jain

Institute of Management, Nirma University, India.

E-mail: sapna@nirmauni.ac.in

Media and advertising play an important role in the Indian culture that reflects the social norms of society. In the past few decades, the gender role and position of women in society has shown changes due to socio-cultural change such as increasing numbers of women pursuing careers of their choice, changing roles in the family structure, negative attitudes towards sex-role stereotypes, etc. The role of women in advertisements has shifted from the housewife-centric to career orientation and women reflect independent as well as multiple identities while balancing their personal and professional life. Therefore, advertisers are now becoming more conscious of exposing women in advertisements while

representing both male and female models to promote various product categories. This study attempts to review the studies conducted regarding the portrayal of women in contemporary advertisements in the South Asian Market.

Keywords: *Advertisement, Women Portrayal, Gender, Media.*

**Report on
International Rainbow Conference (IRC) 2022
on
DIVERSITY, INCLUSION, AND GENDER EQUITY
IN EDUCATION AND WORK-LIFE**

8 and 9 February 2022

‘MASCULINE AND FEMININE ARE JUST THE TWO
DIMENSIONS, PRESENT IN EVERY HUMAN BEING. IF YOU
ARE TOO CONCERNED ABOUT WHO IS WHO OR ABOUT
REJECTING THE DIFFERENCES IN THE NAME OF UNIFORMITY,
YOU INEVITABLY JUDGE PEOPLE AS SUPERIOR OR INFERIOR.’
(The ever available wisdom of our Scriptures)

According to the Sustainable Development Goals set by the United Nations (2015), equality is a fundamental human right and crucial for a prosperous and sustainable world. Improving on grounds of inclusion and equity could add significantly to economic development and increase competitiveness, innovation, and growth of any economy. These ideas pose a challenge to educational bodies and work-life to take seriously their responsibility to advance inclusion and gender equity. Although workplaces and educational institutions may intend to be inclusive and fair, biases and inequalities often creep into their practices and decision-making. One reason for this may be that the benefits that diversity and social inclusion can bring to their performance are not properly recognised. However, in agreement with the Nobel Laureate Amartya Sen, it can be said that taking into consideration diversity and advancing inclusion and gender equity in education and work-life is a moral imperative. Another Nobel Laureate, Muhammad Yunus, stresses how crucial it is for gender equality that women have the opportunity to become economically independent.

Women face various gender-related problems entering work-life, staying there, and making a career. According to WEF’s Gender Gap Index, India slips 28 places and is ranked at 140th position among 156 nations (Press Trust of India). Among the drivers of this decline is a decrease in women’s labour force participation rate, which fell from 24.8 per cent to 22.3 per cent. In addition, the share of women in professional and technical roles declined further to 29.2 per

cent. The share of women in senior and managerial positions also remains low. ‘Only 14.6 per cent of these positions are held by women and there are only 8.9 per cent firms with female top managers.’ (*Business Standard*).

Further, the estimated earned income of women in India is only one-fifth of men’s, which puts the country among the bottom ten globally on this indicator. Discrimination against women is also reflected in the health and survival sub-index statistics. With 93.7 per cent of this gap closed to date, India ranks among the bottom five countries in this sub-index.

Even more serious challenges tend to occur when multiple social divisions, such as gender, age, ethnicity, social class and nationality, converge and overlap. The COVID-19 pandemic has raised new questions, which may be negative but can also open up new opportunities for societies to build a more equitable future in work-life and education.

With this backdrop, BIMTECH Greater Noida hosted ‘International Rainbow Conference on Diversity, Inclusion, and Gender Equity in Education and Work-Life (IRC 2022)’, on 8 and 9 February 2022 on a virtual platform, under the aegis of the RAINBOW project (Realising Aspirations, Interests, and Brilliance of Young Women) co-financed by the European Union’s Erasmus+ programme. The RAINBOW Centre at BIMTECH was the work package leader of this dissemination event, aiming at a wider audience to showcase the work done in the last 3 years since Project RAINBOW is initiated. This multi-country Project aims to achieve women’s development and empowerment and offers an interesting and inspiring learning experience, bringing together academicians, practitioners, and decision-makers for fruitful discussions crucial for structural changes.

The other partners of the project are FH JOANNEUM Graz, (Austria), University of Jyväskylä School of Business and Economics, Jyväskylä (Finland), NIRMA University, Ahmedabad, (India), Sir Padampat Singhania University, Udaipur (India), and International Consulting and Mobility Agency SL (INCOMA) (Spain).

Ambassador of the Republic of Austria to India, Bangladesh, Bhutan, Maldives, Nepal, and Sri Lanka, Katharina WIESER, inaugurated the Conference on 8 February 2022. The Inaugural Session was attended by senior dignitaries from all partner institutes. Dr. Anup Singh, Director General, NIRMA University, Dr. Subir Verma, Dean and Director, IMNU, India, Professor Shrihari Honwad, President, SPSU, Udaipur, Begoña Duque Arroyo, International Innovation and Research Project Officer INCOMA, Spain, Dr. Tommi Auvinen, Chair of Equality

Committee, JYU, Finland, senior colleagues from BIMTECH Dr. Anupam Varma, Dr. A. Sahay, Dr. K.C. Arora, Dr. A. Chattoraj, Dr. Suvi Heikkinen (JYU, Finland), Dr. Nina Muncherji, Dr. Amola Bhatt (IMNU, NIRMA University), Dr. Shweta Lalwani, Dr. Shubham Goswami (SPSU), RAINBOW Centre Staff Members of NIRMA University, Ahmedabad, SPSU Udaipur and BIMTECH and Faculty of JYU, Finland, FHJ, Austria, NIRMA University, Ahmedabad, SPSU Udaipur and BIMTECH, along with students and DEI enthusiasts graced the occasion with their presence.

Conference Chairs, Dr. Anna-Maija Lämsä, Professor of Human Resource Management, Finland, Dr. Himanshi Tiwari, Faculty OB, HR Area, BIMTECH, and Dr. Rupert Beinhauer Faculty, FH JOANNEUM, University of Applied Sciences, Graz, Austria, discussed and deliberated the relevance and significance of this deeply fundamental issue.

The International Rainbow Conference on Diversity, Inclusion, and Gender Equity in Education and Work-Life (IRC 2022) is a significant milestone that Project RAINBOW has achieved. Bringing together industry leaders, academicians, DE and I practitioners and decision-makers, researchers, and policymakers for an insightful deliberation on an insightful topic is a sincere effort that is being made by the work package leader BIMTECH in association with other partners of the project.

RAINBOW, as the acronym goes: *Realizing Aspirations, Interests, and Brilliance of Young Women* is a project taken by the Institute under the leadership of Dr. H Chaturvedi.

On Day One of the Conference, Ambassador Katharina WIESER, Ambassador of the Republic of Austria to India, Bangladesh, Bhutan, Maldives, Nepal, and Sri Lanka, addressed the august gathering on the topic, 'Diversity, Inclusion, and Gender Equity: Lessons from EU Countries with Special Reference to Austria'. It was followed by the brief introduction of Project RAINBOW by Dr. Rupert Beinhauer, Faculty, FH JOANNEUM, University of Applied Sciences, Graz, Austria who is also the Project Coordinator and Conference Chair. Dr. Anup Singh, Director General, NIRMA University, India, and Professor Shrihari Honwad, President, SPSU, Udaipur, India threw light upon, 'Project RAINBOW and D & I Ecosystem at NIRMA University' and SPSU, respectively. Begoña Duque Arroyo, International Innovation and Research Project Officer INCOMA, Spain, talked about, 'Quality Compliances for D & I Initiatives', and Dr. Tommi Auvinen, Chair of Equality Committee, JYU, Finland shared Best Practices for D & I and Gender Equity.

Dr. Anna-Maija Lämsä, Conference Chair, Professor of Human Resource Management, Finland, set the stage for International RAINBOW Conference and shared the themes and subthemes of the Conference. It was followed by the discussion on the relevance and significance of the International RAINBOW Conference for India's Workplaces and Educational Institutes by Dr. Himanshi Tiwari, Conference Chair, Faculty OB, HR Area, BIMTECH.

- A total of 43, quality research papers/case studies, were presented in 8 technical sessions, planned for 2 days during the Conference.
- Researchers from 12 countries presented their work.
- DEI heads, holding significant offices in India's corporate world, and leaders from the Lesbian, Gay, Bisexual, and Transgender. LGBTQ community, young achievers from Public Works Department (PWD) section, and veteran researchers and academicians graced the Expert's Forum during the Valedictory Session, of the Conference.

Keynote Speakers Dr. Jean Helms Mills, Professor of Management (Emerita), and Dr. Albert J. Mills, Professor of Management (Emeritus), Saint Mary's University Canada, delivered a thoroughly engaging address on the topic, 'Making Sense of Gender Equity, Diversity, and Inclusion' on 8 February 2022.

The keynote address was followed by an open discussion and a Question and Answer Round moderated by Dr. Shweta Lalwani, SPSU Udaipur. Dr. Nina Muncherji, IMNU, NIRMA University presented Session Summary and delivered the vote of thanks to the speakers and participants.

On Day Two of the Conference on 9 February 2022, an EXPERT Panel comprising different pillars of Diversity and Inclusion like Prachi Rastogi, D&I Leader APAC, IBM, Chitrasen Sahu, 2X Amputee Mountaineer, Para Athlete, Inclusion/Disability Rights, Zainab Patel, Director Inclusion and Diversity, Pernod Ricard, Preeti Chaudhary, LinkedIn India, Managing Director and Director, and strong advocate of Sustainable Development Goals (SDG) and Inclusion Rights, discussed the multidimensional perspectives of diversity and inclusion, along with Conference Chairs.

It was a fruitful and enthralling Conference, highlighting a significant topic dedicated to SDG 5 which is very crucial for building a sustainable ecosystem for quality education and equitable workplaces.

‘We have come a long way in our journey towards a diverse, equitable, and inclusive educational institutes and workplaces. But there is still a lot more to be done for building a truly sustainable society that our future generations can thrive upon.’

Team RAINBOW Centre, BIMTECH, comprising Rupali Singh, Neha Sharma, Madhavi Sharma, Sangeeta Safaya, Meenakshi Bhat, Sreevalsan Kunnath, and a core team of the Conference, deserves a special mention, along with more than twenty student volunteers who worked in full synergy to make the Conference happen, the BIMTECH way!

CALL FOR PAPERS

International Rainbow Conference on **DIVERSITY, INCLUSION, AND GENDER EQUITY IN EDUCATION AND WORK-LIFE**

8 and 9 February 2022

According to the Sustainable Development Goals set by the United Nations (2015), equality is a fundamental human right and crucial for a prosperous and sustainable world. Improving both the inclusion of all kinds of people and gender equity could add significantly to economic development and increase competitiveness, innovation, and growth. These ideas pose a challenge to educational bodies and work-life to take seriously their economic and social responsibility to advance inclusion and gender equity. Although workplaces and educational institutions may intend to be inclusive and fair, biases and inequality often creep into their practices and decision-making. One reason for this may be that the benefits that diversity and social inclusion can bring to performance are not properly recognised. However, in agreement with the Nobel Laureate Amartya Sen, it can be said that taking into consideration diversity and advancing inclusion and gender equity in education and work-life is the moral imperative. Another Nobel Laureate, Muhammad Yunus, stresses how crucial it is for gender equality that women have the opportunity to become economically independent.

For example, women face various gender-related problems entering work-life, staying there, and making a career. Even more serious challenges tend to occur when multiple social divisions, such as gender, age, ethnicity, social class and nationality, converge and overlap. The COVID-19 pandemic has raised new questions, which may be negative but can also open up new opportunities for societies to build a more equitable future in work-life and education.

The *International Rainbow Conference on Diversity, Inclusion, and Gender Equity in Education and Work Life* (IRC) will offer an interesting and inspiring learning experience, bringing together academics, practitioners, and decision-makers for fruitful discussions on issues related to its themes. Academics, educators, policymakers, and practitioners are invited to take advantage of the interdisciplinary platform offered to present and discuss their ideas, concerns, solutions, and innovations concerning current and future challenges and trends.

We are interested in papers and presentations on topics that are relevant to diversity, inclusion, and gender equity. Practices, cases, academic contributions, and various methodologies will be warmly welcome.

The topics might include, but are not limited to, the following:

An Ecosystem for Women in Education and Work-Life

- Innovations, interventions, and practices for women's career counselling and guidance in the university system and non-governmental organisations
- Training and development for women's empowerment and career advancement
- Networks for supporting women and minorities
- Work-family-life relationships
- The role of communities, media, culture, and stakeholders in women's empowerment
- Contextual pressures and opportunities to advance gender equity

Sustainable Workplaces

- Strategies, policies, practices, and new ideas for the advancement of diversity, inclusion, and gender equity
- Organisational change and learning for diversity, inclusion, and gender equity
- Leading, managing, and organising diversity, inclusion, and gender equity
- The occupational wellbeing, health, and safety of women and minorities
- The COVID-19 challenges for sustainable workplaces

Reasons for and Outcomes of Diversity and Inclusion in Education and Work-Life

- The business case for diversity
- Ethics, diversity, and inclusion
- Barriers and resistance to diversity, inclusion, and gender equity
- What promotes diversity, inclusion, and gender equity
- Innovations resulting from diversity, inclusion, and gender equity
- The opportunities and constraints of technology and digitalisation for diversity, inclusion, and gender equity

Entrepreneurship, Leadership, and Women

- Examples and cases of women's successful businesses
- Women's businesses and growth
- Women's challenges and opportunities in leadership and entrepreneurship
- Women's development into leadership roles

- Entrepreneurship training, counselling, and development for women's leadership and entrepreneurship

Platform for the Conference

This Conference plans to offer two modalities of participation:

- (a) Face to Face and
- (b) Virtual

However, given the current Coronavirus situation and travel restrictions, at present, we will only open the Call for Papers for virtual participation. If the situation changes and it is safe to do so, the Conference will go ahead with its original idea of *a hybrid form that is both face-to-face participation and virtual participation*. Those authors whose proposal for virtual participation is accepted can change their participation modality to face-to-face if they so wish. However, they will also still be able to participate virtually.

The face-to-face part of the Conference will be held in the facilities of the Birla Institute of Management Technology (BIMTECH), Greater Noida, India. (For more details you may visit: www.bimtech.ac.in)