

# **A Study on Promoting the Gender Egalitarianism of Key Success Factor by Workplace - as an Example of Taiwan's Enterprises**

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## **Abstract**

The social, economic, political and environment rapid changes make the participation of women in the workplace increased the number of people in the global. However the gender differences from men and women equal pay for equal work or equal pay for equal value there are obvious differences. In 2006, Taiwan's Council of Labor Affairs launched the Friendly Workplace Gender Equality good institutions in the scheme and selection, evaluation by the national internal salary, promotion, the basic rights and interests of the welfare system, awarded to gender equality friendly workplace mark certification. The study purpose was to explore the workplace to promote gender equality a key success factor. And the qualitative and quantitative research methods mixed. The first revision Duncan the internal and external environment analysis and the second have to select 6 respondents' interviews. Finally the 60 questionnaires issued the cause the Council of Labor Affairs has been certified.

The study found that in the workplace to promote gender equality on the critical success factors include: the support of senior management, senior management involved in the promotion of a common view, business owners to operate the gender equality concept, employees of the organization agree with the objective to promote equal rights, enterprise meritocratic culture, corporate image, gender equality in education and training, gender equality laws related to advocacy, all employees involved in the promotion of a common gender equality. And the study was no statistically significant main. The different organizations types, different industries types, different size the Gender Egalitarianism of key success factor by workplace was the same.

Keyword: Gender Egalitarianism, Friendly Workplace Gender Equality, Key Success Factor

## **Research background**

The United Nations information that women account for about half of the world's population, nearly 2/3 of the work, earn 10% of world income, but owns less than 1% of the property. Although women's unpaid work to increase the world's 1/3 of economic output but in the resources allocation has not been relative to the compensation (Kuo, 1999). The social, economic, political, and environment are fast changing on global. The number of women's participation in the workplace has increased significantly. However, sex between men and women from not only still not equal pay for equal work or equal pay for equal value and Jean hold significant difference. According to the United Nations Development Committee (United Nations Development Programme, referred to as UNDP) statistics show an average income of women is still only about men 53% (UNDP Human development report Human Development Report, 2006). A show that women were treated unfairly is still a common phenomenon.

The United Nations adopted in 1979, "Elimination of All Forms of Discrimination Against Women (The Convention on the Elimination of all forms of Discrimination Against Women, CEDAW)" Women's Human Rights Charter as a basis for countries to view it to set up a "Committee on Elimination of Discrimination against Women" responsible supervise the implementation of the Convention (Lin, 1998). For the protection of women's equal rights in Taiwan, Article VII of the Constitution provides that "the people Republic of China, men and women, religion, race, class, political parties are equal before the law." Equal rights of gender equality include the right to work right with the two

fundamental rights.

National Council of Labor Affairs in order to strengthen the implementation of workplace gender equality. “Gender equality” concept like the seeds drop naturally in the body of the budding enterprise. The introduction of “gender equality-friendly workplace” good institutions Award and the Award Scheme in 2006 (Council of Labor Affairs Executive Yuan Taiwan, 2006). Evaluation by the National internal salary, promotion, basic rights and welfare system, awarded to the gender-friendly workplace affirmative Mark certification to disseminate the concept of seeds. Encouraged by the various institutions for certification to enhance the social image of the glory even more. Create a non-discriminatory, equal emphasis on the workplace. These male and female employees to each other mutual respect, cooperation and the establishment of a common gender equality in the working environment.

Institutions in promoting workplace gender equality in accordance with the laws and regulations to implement or to leave. Human resources to increase the operating costs of the operation and scheduling, flexible management of the difficult, therefore most difficult to implement. The purpose of this study is to explore the specific job in the promotion of gender equality of the Key success factor for follow-up to promote workplace affirmative reference

### **Gender Rights Equality**

The gender equity is the first not based on gender preference. The second Men and women receive equal treatment and freedom to develop according to their needs. And the third gender equality can contribute to mutual trust between the sexes so that people can not limit to its role (Nash, 1991). Frequent interaction between the sexes in modern society, both sexes are not limited to physical, psychological, social or cultural gender. In politics, nationality, education, labor, economic, social, marital and family life, etc. The rights and welfare have equal status, because their own efforts to get some attention and get the respect and treatment. The right to education, the right of political participation, right to work, marriage and family the right to liberty and security of person the right to gender equality should be the interests and security. The purpose of this study means the right to work for gender equality.

### **Friendly Workplace**

Non-discriminatory equal importance to the workplace, men and women employees in the workplace of mutual respect, cooperation, common to create a gender equality working environment. Are gender-friendly workplace affirmative job to introduce the concept of the actual job labor daily in the workplace, and build a friendly workplace substance job certification in line with the gender equality law and other labor provisions of the Act(Council of Labor Affairs Executive Yuan Taiwan°A2007).

The basis of the Council of Labor Affairs March 5, 2007 business routine press release information on club said that at present the implementation of Gender Equality in Employment Act the expiry of five years, the Council of Labor Affairs for the understanding of “Gender Equality in Employment Act,” the implementation and effectiveness of women workers in workplace exposure to inequality, in November 2006 and January 2007 in order to “institutions” and “female employee” for the survey, respectively, for the two surveys (Council of Labor Affairs Executive Yuan Taiwan, 2007):

1. The work of equality measures: institutions have to provide “pseudo physiological” accounted for 31.8% (over 2002 14.5 percentage points); have to provide “fake abortion” accounted for 43.4% (more in 2002 increased by 1.8 percentage points); have provide a “paternity leave” accounted for 45.6% (in 2002 than improve 16.6 percentage points); have to provide “family care leave,” who accounted for 41.1% (over 2002 by 7.1 percentage points). Institutions have to implement “pseudo physiological,” “abortion false”, “paternity leave” the ratio of no more than half, mostly due to its internal no particular small and medium-sized expressly provided above do not leave, on the other hand, can be used as family leave, sick leave instead, it still continued to improve.
2. Sexual harassment prevention and treatment: staff size of over 30 people and institutions according to two law-ping has set “of sexual harassment prevention and control measures, complaints and disciplinary measures” accounted for 65.2% (over the previous year increased by 8.5 percentage points, representing a 29.7 improve in 2002 percentage points). In the female labor front, 2006 has suffered sexual harassment during the year accounted for 3.7%, in which perpetrators of sexual harassment as “colleagues” accounted for 1.7 percent, “customer” accounts for 1.2 percent, “boss” accounted for 0.8 percent, the survey also showed that the majority (3.4% ) female employee did not file a complaint.

3. In regard to the prohibition of sex discrimination: public institutions in the “wages paid” have gender considerations accounted for the highest 16.1%. Information, based on previous years, female employees who are subjected to unequal treatment in the workplace situation has improved, but in regard to salary payments and promotions gender gap still continuing efforts to improve.
4. To prohibit discrimination in pregnancy and child care: 2006 years have pregnant women or production workers consider discrimination or unequal treatment was accounted for 17.0 percent, unfair treatment, including reducing the number of days of maternity leave, salary reduction, speech discrimination. More than 250 institutions have set up “child care facility” or to provide “child-care measures” accounted for 41.7% (in 2002 improve 5.4 percentage points). Institutions have set up “lactation room” who accounted for 5.6 percent (in 2002 increased by 3.2 percentage points). Women in the job market has been more equal treatment of job improve in 2002, but still in the workplace to promote the progress of space, so in order to strengthen the implementation of the National Council of Labor Affairs of the workplace gender equality, so that “gender equality” concept, such as seed like a drop in business in vivo, so for “work-friendly” certification.

### Key Success Factors

Daniel (1961) consider an industry success to be done particularly well to three of the six key elements. Hofer and Schendel (1978) management class to influence decision-making through a number of variable data, variable number of these areas are through the activities and resources to start the decision-making will enable enterprises to create a profit has the status of factors. Rockart (1979) consider a set of ability are a collection of some of the key areas of enterprise in these areas must be done on the domain in order to ensure its ownership of a successful competitive performance. Boynton and Zmud (1984) enterprise to obtain a good performance or success must be a small number of work, including the objectives and the future impact of the main reasons for the success of operational activities. Leideck and Bruno (1984) some of the characteristics, conditions, or variables, if they are appropriate support, maintenance, or management of a particular industry, companies have a significant impact on success. Turban and Aronson (2001) consider organizational goals to be reached must be taken into account.

After the selection of indicators for assessment of the Council of Labor Affairs and the access to “friendly workplace” certified public institutions, that is, to promote gender equality in the workplace the right to a successful organization. In the promotion process, in order to achieve the desired results they must master and control the key factors is the critical success factors. In this study, based on related theories from a broader perspective for the definition of critical success factors “in the implementation of a Service or in progress, certain specific factors played a key role in the impact, but also makes the implementation of the Service are able to reach the expectations of the extent of the main reasons for the success.” Therefore all the professional, policy implementation, business operations and activities organized, flexible management, scheduling and so on may be the existence of scheduling its critical success factors. This study is the business reality in the workplace to comply with the Act, the smooth implementation of successful gender equality gender equality-friendly workplace certification marks a major key factor.

### Research Design and Methods

The Study is to quantify and qualitative of mixed research methods. The actual case before the company in accordance with the scale of the number of interviews with 30 people divided into the following as the first group, 30 to 250 people the second group, with more than 250 for the third group, and as the institution with the degree of adoption of the purposive sampling methods were selected 6 were the target respondents. (Figure 1).

Figure 1 Research areas

Groups	The first group		The second group		The third group	
The number of scale	30 members		30-250 people		250 or more	
Institutions	A unit	B unit	C unit	D unit	E unit	F unit
Organizations	enterprises	Other	Public	enterprises	enterprises	Other
gender	Female	Female	Men	Female	Men	Men
Title	Section chief	Secretary	Director	Section chief	Specialist	Specialist

Issuing a questionnaire has been certified 60 public institutions. This study investigated the key success factor. In this study Duncan (1972) in the environmental assessment of the internal and external dimensions as the basis of theoretical framework.

Figure2 this study theoretical framework

External environment	Social and political environment	Public evaluation of the industry and attitudes
		Government Industry Act
Internal environment	Organizational and personnel	Organizational goals and recognition of the degree of input
		Staff relationships within the organization type
		Management skills
		Adequacy of human
	HR function	Organizational unit's unique mission
		Organizations and units of the external conflict
		Organizations and units of the inherent conflict
	Organizational level	Organizational goals and objectives
		Organizations achieve their goals of personal and group integration
		The products, services nature

Source: modified Duncan (1972), the external environment analysis.

In this study selected for the Council of Labor Affairs friendly workplace gender equality mark certification institutions in Taiwan. Each sent a questionnaire to the institutions hosting the contractor in charge of the business or contractor personnel or human resources staff in March 24, 2008 only a total of 44 questionnaires were recovered (recovery rate of 73.33%).(see figure3)

Figure3 the basic survey data analysis table

Item		frequency	Percentage
Type	public utilities	8	18.2%
	private enterprises	21	47.7%
	other	15	34.1%
	total	44	100%
Industry Category	manufacturing	12	27.3%
	government	8	18.2%
	medical Professions	10	22.7%
	other industries	14	31.8%
	total	44	100%
The number of scale	30members	4	9.1%
	30-249people	12	27.3%
	more than 250	28	63.6%
	total	44	100%

### The study found

Key success factor item reliability analysis results can be found in the four dimensions of 0.799, 0.789, 0.656, 0.897 and total \_ was 0.901. Table 4 Analysis of the results of its internal dimensions of organizational and personnel factors in the total average number of 4.37, internal human resources functions or push factors in the total average number of dimensions of 4.22, and external environmental factors on the overall average dimensions 4.02 three con-

stitutive surface, showing its high degree of consensus reached the level of importance of these observations.

Organizational-level factors intrinsic dimension of the total average number of 3.85, indicating the importance of its sort on the more diverse views. Based on any kind of literature to explore the area to do the best goals, they must have the basic conditions and ability, characteristics, or variables, of course, there are many, but the Key success factor is the concept many hope will affect the success of Factors streamlining to 10 days (Chen, 2002). So then the first choice of the support of executives, executives involved in the promotion of equal rights as a business (enterprise) the main gender equality business philosophy, employees of organizations to promote affirmative recognition of the target level, the cause of (enterprise) meritocratic culture, undertakings (enterprises) of the image, gender equality advocacy related to the Act, all staff involved in the promotion of equal rights of common as gender equality, such as education and training of the nine Key success factor.

Table 4 Key success factor Reliability Analysis

Item	Average	Standard	Overall average	-
<b>External environmental factors</b>				
Business image	4.39	0.75	4.02	0.799
The provisions of Government Decree	4.09	0.83		
Government Act funding	3.70	0.90		
Government recognition of certified public	3.89	0.99		
<b>Internal organizational and personnel factors</b>				
Gender equality business owners business philosophy	4.55	0.79	4.37	0.789
Sound financial structure of enterprises	4.25	0.89		
Enterprise meritocratic culture	4.41	0.66		
Human-scale enterprises	3.93	0.82		
Corporate members of the standard of education	4.02	0.73		
Employees of organizations to promote the objectives of the degree	4.43	0.63		
Executive support	4.73	0.50		
Executives to participate in affirmative	4.61	0.54		
All staff involved in the promotion of equal rights of common	4.34	0.68		
<b>The internal organizational level factors</b>				
With trade unions	3.57	0.95	3.85	0.656
The purpose of the target will not affect the organization	3.89	0.81		
Have sole responsibility for promoting team	3.68	0.91		
Promote the team's ratio of female members of the majority	3.39	0.72		
The contractor's ability to facilitate the implementation of sector	4.16	0.61		
Suitable for female job agent system	3.80	0.70		
The functions of agency work job training	4.05	0.71		
Gender system of equal pay for equal work	4.27	0.59		
<b>Internal human resources functions or push factors</b>				
Promoting gender equality goals of communication	4.25	0.69	4.22	0.897
Promoting gender equality objectives of the coordination	4.20	0.69		
Promoting gender equality objectives to promote	4.23	0.64		
Human resources planning arrangements	4.09	0.64		
Gender equality in education and training	4.32	0.56		
Job training agency work	4.11	0.66		
Gender equality advocacy Act	4.36	0.61		

In this study, for different types (public, private, other) on the Key success factors (external environment, personnel factors, organizational levels, functions) in MANOVA. Overall test of Wilks' Lambda equal to 0.863( $p > .05$ ) not significant. For different industry categories (manufacturing, government agencies, health care industry, other industries) on the Key success factors (external environment, personnel factors, organizational levels, functions) in MANOVA, the overall test of Wilks' Lambda equal to 0.483( $p > .05$ ) not significant. And the number of different size (30 or fewer people between 30-249, 250 and above) on the Key success factors (external environment, personnel factors, organizational levels, functions) in MANOVA, the overall test of Wilks' Lambda equivalent 0.752( $p > .05$ )

not significant.

## **Conclusions**

The necessary critical success factors including: all the institutions under investigation in an important degree of awareness of the support of executives, executives involved in the promotion of equal rights as a common view. Followed by business owners the right to gender equality in management philosophy, employees of organizations to promote affirmative recognition of the extent of the target enterprises meritocratic culture, corporate image, gender equality education and training, gender equality advocacy related to the Act, all staff involved in the promotion of equal rights of common as such, it is acceptable to investigate the majority of institutions have a view.

All of the institutions surveyed, according to organization type, industry category, the number of different sizes of the workplace to promote gender equality necessary critical success factors in the cognitive differences are not large, but important differences in the degree of sorting and with the institution's own property a slight difference with the demand

## **Suggestion**

### **The Government's proposals should be reinforced Act**

The results found that the workplace to promote equal rights of the critical success factors in the support of executives, executives involved in the promotion of equal rights as the highest degree of cognitive important consistency. Organization Act of the Government's lack of recognition was also relatively high. And looks forward to strengthening the Act provides that the Bill be amended, the clearer, and the easier to cope with the implementation are also relevant. Therefore, the Government can be reinforced Act, will enable more work, in order to comply with laws and regulations and affirmative add impetus.

### **follow-up intention to promote equal rights organization should start from the internal organization, personnel begin**

The results found that the workplace to promote equal rights of the critical success factors, internal organization, personnel factors important cognitive dimensions highest (overall average 4.37). The support of executives, executives involved in the promotion of equal rights as have consistency, but also business owners the right to gender equality in management philosophy, employees of organizations to promote affirmative recognition of the extent of the target enterprises meritocratic culture, all staff involved in the promotion of equal rights of common of as the key success factors to cope with, so from the internal organization, personnel proceed, good start is half way to success, should enable the work to promote equal rights, to be successful.

### **follow-up of the intention to promote equal rights organizations can strengthen the human resources staff function**

Gender equality in education and training, gender equality advocacy related laws to promote gender equality goals of communication, and promote gender equality an important goal of critical success factors, the Human Resources Department staff is also a gender equality education and training and gender equality advocacy Act lecturers, facilitator, communication and coordination of staff personnel. Use and strengthen the Human Resources Department staff functions, will enable the promotion of gender equality work and effort.

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