



# **Diversity in Action**

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# **Diversity in Action: Managing Diverse Talent in a Global Economy**

EDITED BY

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# Chapter 1

## Introduction

*Marina Latukha*

Diverse and inclusive workforce remains a valuable resource for many organizations during last decades. This book is a collective work performed by leading experts in studying diverse groups of talent. It extends our understanding on diversity as it is still in narrow research attention from academics and suffers from lack of management considerations but becomes real big cluster needs to be targeted in an organizational context. As diverse workforce is also a global player in international labour market, we see a huge knowledge flows that can be revised and recognized from diverse experience, thus should be properly managed. We also see an increasing number of business schools are responding to this trend by establishing master programs and executive education programs with an emphasis on global environment and by putting diversity perspective in the angle of their attention.

The book covers the most important and topical issues related to diversity management, namely discuss effective strategies for managing four talent diverse groups: female talents, generations, cultural/ethnic groups, migrants and diasporas. The book highlights diversity management and its implications in different practical settings. We discuss diversity from different side – not using ‘general’ approach (claiming about diversity importance, its relevance to organizational results and etc., that of course nowadays goes without saying), but having focus on particular diverse employees’ groups existing in organizations and strategies and practices to manage them, that turned to be of the greatest importance for global business today. We investigate how diverse talent groups are realized from conceptual (theoretical) and business perspectives in order to provide systematic view on existing diversity related challenges. The unique feature of the book is its diversity within diversity as the main topic: the book content covers four different types of employees being in focus of diversity management practices in global economies. We shed light on human resource and talent management practices for managing different generations, culturally different employees, migrants and diaspora’ representatives employed in modern organizations. We reserve a space for the discussion of gender-focused initiatives to present the dialog about female talent management and the way it influences organizational results.

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This book consists of four parts (each of them represents particular talent diversity angle). In chapters in each part we illustrate various perspectives of talent group and provide multisided views on the topic.

In Part 1, we discuss gender diversity in research and organizational realities as over the past years attention to gender diversity has repeatedly raised. Part 1 is consisted of three chapters: Fabian Jintae Froese, Azusa Hitosuyanagi-Hansel and Alara Cansu Yaman shed light on careers of women in Japan, different identities, work attitudes and career paths; Ksenia Keplinger and Andria Smith discuss workplace inequality by analysing different sources of stigma women face in the workplace; Raushan Aman, Reem Alothmany, Maria Elo and Julie Emontspool give us empirical evidence from non-western contexts about women empowerment to practicing gender diversity.

Part 2 reveals multiple angles of generation diversity. As a perspective, it lies within one of the most crucial areas of diversity and explains the phenomena of different generations working within the same company/department. The importance and specific practices of managing talented employees from different generations are discussed within three chapters. Irina Mihailova discusses managerial and entrepreneurial responses to emerging market institutions from generational perspective; Emmanuella Plakoyiannaki and Anna Kriklivets give us intergenerational perspective of family firms' internationalization and its implications for talent management. Małgorzata Bartosik-Purgat, Barbara Jankowska and Ewa Mińska-Struzik suggest how different generations may respond to the fourth industrial revolution.

Part 3 introduces diasporas and migrants as global talent pool actors. We discuss diaspora using different angels. First, Maria Elo, Tanvi Kothari and Maria Ivanova-Gongne state about language diversity as multi-ethnic migrant and diaspora resources for international business and entrepreneurship; in the next chapter Wensong Bai and Pao Kao discuss returnee entrepreneur from technology-advanced perspective along with home-country political relationships and challenges from increasing geopolitical tension; Liana Rysakova and Andrei Panibratov explain how to leverage diaspora opportunities for destinations; finally, Iris Koleša and Andreja Jaklič outline both the opportunities and threats of using diaspora members in international staffing option.

Part 4 is about multifaceted diversity in global world. We go beyond traditional talent group view and see how diversity is operationalized. First, Della-Maria Marinova and Svetla Marinova explore the role of diversity in the emergence of circular business models by focusing on circular economy innovative born global start-ups; second, Alexei Kalinin and Daria Klishevich involve us in the conversation about talent and human resource management practices in state-owned enterprises to set up agenda for diversity management research; after Emily Russo, Dana Ott and Miriam Moeller alert organizations that embracing neurodiversity bodes well for expanding the diversity of the talent pool, thereby mitigating talent risks; finally Della-Maria Marinova and Svetla Marinova evaluate opportunities and challenges associated with developing diversity and embracing inclusion of cyber security talent in a multinational consultancy firm and offers recommendations on how to optimize inclusion of young talent in this sensitive business area within a multinational company.

**Part 1**  
**Gender Diversity in Research and**  
**Organizational Realities**

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## Chapter 2

# Careers of Women in Japan: Different Identities, Work Attitudes and Career Paths

*Fabian Jintae Froese, Azusa Hitotsuyanagi-Hansel  
and Alara Cansu Yaman*

### Abstract

Gender inequality in employment, pay and leadership positions continue to be a major issue around the world, particularly in many Asian countries such as Japan. To understand the root causes of such inequality better and to synthesize recommendations on what employers can do to integrate, develop, and retain women in the workforce better, we conducted a literature review and interviewed female workers, including managers. We provide new insights by conceptualizing the relationship between women and work from an identity perspective. Our findings from interviews revealed striking differences in the identities, work attitudes and career goals of highly qualified Japanese women. We classified the identities of women into four groups: the Careerist, the Conflicted, the Functionalist and the Caregiver. To better attract, motivate and retain women, employers may provide individualized human resource management practices that meet the demands of the different types of career women.

*Keywords:* Women; gender inequality; career; identity; work attitudes; Japan

### Introduction

Gender inequality remains a major concern in most countries around the world. Although globally there have been significant advancements in gender equality in education and health; political empowerment and economic opportunity are the two areas that substantially exacerbate the gender gap ([World Economic Forum, 2021](#)). Women's empowerment in leadership and employment is not only important from a fairness standpoint but also from an economic perspective as it

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enhances organizational growth and effectiveness (UN Women, 2018). Unfortunately, the global COVID-19 health crisis has exacerbated gender inequality, as women have been affected more than men in terms of working-hours and job losses (ILO, 2021). Another concern is that gender inequality varies greatly across countries and across different employee groups (ILO, 2020). In various gender equality rankings (e.g. Taniguchi, Macpherson, & Froese, 2021), Scandinavian countries usually rank very highly (gender equality), whereas many Asian countries are ranked very lowly (gender inequality).

Developed countries tend to be more gender equal compared to developing countries, e.g. with regards to female labour participation and women in leadership positions. In this vein, the highly developed country in Asia, Japan, presents an intriguing context to examine gender equality at work for several reasons (Kemper, Bader, & Froese, 2019). First, despite the rising trend in female labour force participation rate since 2010 (World Bank, 2021), Japan's gender gap is the largest among developed countries; Japan ranks 120<sup>th</sup> out of 156 countries in regards to gender parity as reported by the World Economic Forum's Global Gender Gap Report 2021 (World Economic Forum, 2021). The unevenness among genders manifests itself in leadership as well; only 5.2% of board members were women in Japanese listed companies in 2019 (Gender Equality Bureau, 2020). Moreover, women in Japan continue to engage in considerably more unpaid work compared to men. Women take on more than three quarters of the unpaid work while men spend their time mostly at paid work (OECD, 2017). Second, due to declining and aging population, promoting women's participation in the workforce is of utmost importance to keep the country's economy on track (Kemper, Bader, & Froese, 2016; Kemper et al., 2019; OECD, 2017). Third, traditional gender roles remain intact in Japan (Froese, 2013; Gottfried, 2003; Lee, 2010). Toh and Leonardelli (2012, 2013) argue that Japan is less likely to produce female leaders in the future, owing to its deep-rooted gender roles and cultural tightness. In other words, Japanese society has low tolerance towards diversion from cultural, traditional norms (Froese, Shen, Sekiguchi, & Davies, 2020; Gelfand et al., 2011).

Japan's intriguing context has peaked researchers' interest. Prior studies have identified several antecedents and conditions that hinder women's careers – such as a lack of access to day-care centres (Nakamura & Ueda, 1999), long working hours (Nemoto, 2013a), masculine organizational culture (Froese et al., 2020; Nemoto, 2013b), limited career support (Duignan & Iaquinto, 2005; Nomura & Gohchi, 2012; Ono, 2007; Ono & Piper, 2004) and the persistent gender ideology that females are more suited than men for care work in the private sphere (Lee, 2010). Moreover, prior research also found that women themselves were willing to accept these traditional gender roles and gender inequality (Morinaga, Frieze, & Ferligoj, 1993).

This study extends the existing line of research by adopting an identity perspective and focusing on the perspectives of women. Exploring women's perspectives on work and career may help in understanding possibly different expectations which consequently may lead to better policymaking for women's empowerment and gender equality in the workplace. The extant studies indicate a possible diverse career identity and aspirations among Japanese women

(Lee, 2010; Morinaga et al., 1993; Nemoto, 2008). A cross-cultural study by Morinaga et al. (1993) found that Japanese students tolerated traditional gender roles and labour division the most among other students from other backgrounds (i.e., US, Slovenia), while Japanese female students who identified less with traditional gender roles showed greater interest in building a career rather than having a job (Morinaga et al., 1993). Moreover, a qualitative study by Lee (2010) depicts the ‘ambivalence’ felt by women, torn between expected role as a family caretaker as well as yearning for independence and greater gender equality in labour division. Yet, considering the limited number of studies based on students and home-based women (Lee, 2010; Morinaga et al., 1993) and different research foci (Lee, 2010; Nemoto, 2008), more research on career identities of female workers is needed. Therefore, this chapter investigates the career identities among women in Japan and how these identities influence their work attitudes and behaviour. By shifting the focus to a non-Western context, this chapter aims to expand horizons on women’s perspectives to provide tailored benefits for women with different needs instead of perfunctory ‘one-fits-all’ practices.

## **The Identity Framework**

‘Who am I’ is a central question to human beings in understanding themselves and their relationship with the society (Ashforth, Harrison, & Corley, 2008; Stryker & Burke, 2000). Identity concept is not limited to the function of defining who individuals are: it also delineates individuals’ career aspiration and work attitudes and behaviours (Ashforth et al., 2008; Ashforth & Mael, 1989; Masterson & Hoobler, 2015). For instance, Emslie and Hunt (2009) signify that the way in which individuals define themselves influences how they relate to their work. Women, who showed a strong will for independence and considered career as an essential part of their life, ‘lived to work’, while those who worked to satisfy other aspects of life, ‘worked to live’ (Emslie & Hunt, 2009).

Research has shown that individuals with high career identity salience, defined as the extent to which a career plays a central role in who they are (Lobel, 1991), are known to exert greater effort (Lobel & Clair, 1992; Major, Klein, & Ehrhart, 2002; Ng & Feldman, 2008) and have better self-evaluation and objective evaluation in workplace (Lobel & Clair, 1992). Hence, exploring how women define themselves and how it may influence the way in which they fulfil their roles in work and non-work domains (Rosso, Dekas, & Wrzesniewski, 2010; Stryker & Serpe, 1994) may broaden our understanding on the relationship between women and their work values and career aspirations.

## **Methods and Contexts**

In order to identify and analyse career identities of female employees in Japan, we conducted a qualitative study as it is suitable to capture the meaning behind individual attitudes and behaviour (Guba & Lincoln, 1994).

### **Data Collection**

The research is based on data from 20 Japanese women who are working or have worked in Japan at the time of the interview during the period of August to November 2014 (Hitotsuyanagi-Hansel, 2016). The target group was highly educated (have at least a university degree) women in white-collar jobs. Additionally, working mothers were interviewed, who juggle two different roles and obligations that may constantly conflict with each other. Drawing on the identity theory, such role dualities may further complicate identity formation, work attitudes and behaviour of a female employee (Stryker & Burke, 2000; Stryker & Serpe, 1994). However, as past literature suggests, how individuals value each role may also influence the way in which they perceive themselves and their relationship to others (Emslie & Hunt, 2009). Hence, inclusion of such sample may further deepen our understanding on the relationship between roles, identity salience and the way in which females cope with obligations.

### **Data Analysis**

The data were analysed by using an open coding technique and the primary and secondary coding technique of grounded theory approach was applied in order to group the data under emerging key concepts (Gioia, Corley, & Hamilton, 2013; Strauss & Corbin, 1990). Table 2 shows an overview of coding in order to stratify identity salience, gender role internalization, career attitudes and perceptions on availability of external support. The table was modelled after reference to Ladge and Greenberg (2015) to display the steps involved in data analysis.

## **Findings**

In this section we first present the study's findings on the perception of interviewees on gender role and norms in Japan. Second, we explain the emergent women identities and respective characteristics. Lastly, we discuss the identity-driven attitudes and behaviors.

### ***Emergent Identities: Careerist, Conflicted, Functionalist and Caregiver***

#### **Life as a Woman in Japan**

For women, getting married and giving birth are thought to be women's happiness. For men, well, we hear about stay home husbands nowadays, but principally they are expected to be the prime breadwinner of the family and support the family, and that is considered normal. (R13)

The respondents expressed a unifying perception on gender roles in Japan – men as breadwinners and women as homemakers. Respondents have also mentioned how, despite the emergence of dual-earner families in the recent decades, women are still expected to take a dominant role in performing