INTERNATIONAL JOURNAL OF
BEHAVIOR STUDIES IN ORGANIZATIONS

Corporate Social Responsibility with a Gender Focus in the Healthcare Sector of Barranquilla, Colombia

Luisa Fernanda Gaitan Avila ⓘD

Corporación Universitaría Minuto de Dios, UNIMINUTO Virtual. Bogotá, Colombia

ABSTRACT

Despite advances in regulations governing working conditions with a gender focus, some economic sectors, such as the healthcare assistance sector, continue to exhibit significant inequalities in the labor protections offered to female employees. In Colombia, the gender-focused public policy (National Planning Department, 2022) establishes responsibilities and actions in the labor sphere to ensure equal opportunities. Therefore, this research aims to examine gender-based workplace violence in light of CONPES 4080 (2022) within a healthcare assistance organization in Barranquilla, Colombia. A mixed-methods, descriptive, non-experimental study was conducted with a sample of 34 participants. The instruments used included the IVAPT PANDO scale (Pando et al., 2006), which assesses the following dimensions: a) discrediting of competencies, b) isolation, c) work intensification, and d) stigmatization. Additionally, semi-structured interviews were conducted with the human talent leader to understand the equity policies within the Corporate Social Responsibility program implemented by the organization. The results indicate that 58.82% of participants have experienced gender-based workplace violence, with low intensity reported in 56.25% of cases, particularly in vertical relationships. Although interviews revealed that the organization has institutional policies and programs with a gender focus, their practical application appears limited, as does the awareness of both national and local gender-oriented regulations and programs.

Correspondence:
lufergav@hotmail.com

Introduction

In the 21st century, the ongoing pursuit of gender equality remains a central issue in discussions of human rights, sustainable development, and social justice. However, despite significant legal and cultural advancements, gender-based violence in the workplace persists as a silent yet highly damaging problem that negatively affects millions of women across various professional sectors. This phenomenon—characterized by discriminatory behaviors, harassment, and power imbalances—not only undermines the fundamental rights of female employees but also impacts their emotional well-being, professional performance, and overall quality of life (Rodríguez et al., 2023).

The healthcare sector, which is largely composed of feminized work teams, represents a space where gender inequalities often manifest with high frequency. Within this context, many women face daily work situations that perpetuate role stereotypes, wage gaps, and, in more severe cases, harassment and violence that restrict their personal and professional development (Fernández, 2007). In Barranquilla, Colombia, this problem takes on particular significance, as it is framed within a social environment where gender inequities still present major challenges in both public and private spheres.

At the international level, since the creation of its Charter, the United Nations (UN) has sought to protect and guarantee the rights of all women. Article 1 explicitly calls for comprehensive cooperation among all countries to ensure respect for human rights without distinction based on race, sex, language, or religion. The UN also established, from its early years, the Commission on the Status of Women, which became the main global body for defining policies focused on promoting gender equality and empowering women, while fostering a neutral dialogue in drafting the Universal Declaration of Human Rights (United Nations, 2020).

Furthermore, the declaration of the International Women's Year in 1975, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) adopted by the UN General Assembly on December 18, 1979, the Beijing Platform for Action in 1995, and the Sustainable Development Goals set in 2015 collectively aim to achieve gender equality and empower all women and girls. These initiatives have established a global framework for member countries to implement strategies that promote gender equity across all dimensions of society (United Nations, 2020).

In Colombia, facing the ongoing realities of inequality and discrimination against women, the National Council for Economic and Social Policy (CONPES), through its document No. 4080, has outlined a roadmap to address gender equity in the country. This document proposes clear strategies to promote more inclusive, fair, and respectful work environments (National Planning Department, 2022). However, the effectiveness of these policies largely depends on their practical implementation within various economic sectors. In this regard, Corporate Social Responsibility (CSR) emerges as a key tool. Beyond being an ethical commitment, CSR represents a concrete path for organizations to take an active role in building equitable societies by developing programs and actions that positively impact both employees and the communities in which they operate (National Planning Department, 2022).

This study focuses on examining gender-based violence and the working conditions of female employees in the healthcare sector in light of CONPES 4080, and analyzes how

Corporate Social Responsibility contributes to the prevention and mitigation of such issues within the occupational health sector in Barranquilla, using a local clinic as a case study. Through a mixed-methods approach, the research seeks not only to highlight current workplace dynamics and women's experiences but also to identify improvement opportunities that can help close the gap between the public policies established by Colombian law and their effective application in professional settings.

The findings reveal a complex reality but also a window of opportunity for meaningful change. Although high levels of workplace gender violence were identified, the intensity was low in most cases. On the other hand, the clinic's organizational policies, while taking initial steps toward gender equity, still require strengthening and alignment from a holistic perspective. Therefore, this study aims to serve as a tool that not only exposes the broader issue but also inspires concrete and feasible solutions, fostering a work environment where women can develop fully—free from violence and discrimination.

Ultimately, this research aspires to transcend the boundaries of academic inquiry to become a tangible contribution to building safe workplaces where equity, respect, and dignity serve as foundational values in every organization. The paper is structured into five sections: the first presents a review of relevant research background; the second explores the literature on gender, workplace gender-based violence, decent work, corporate social responsibility, and CONPES 4080 (National Planning Department, 2022); the third details the methodology; the fourth presents the results; and finally, the fifth discusses findings and conclusions.

Research Background

At both the national and international levels, numerous studies have been conducted to address gaps in corporate social responsibility, gender inequality, and the implementation of regulations in Latin America. All of them converge on the recognition of a persistent phenomenon that reflects deep cultural, economic, and social roots. Despite advances in public policies and growing awareness of the importance of gender equality, women in the region continue to face significant barriers that limit their access to opportunities and fundamental rights.

This reality is reflected in various studies conducted in Mexico, Argentina, Ecuador, Chile, and Colombia by authors such as Fernández (2007); Acevedo et al. (2019); Torres and Pierre (2021); Ávila and Duarte (2023); and Mujica and Márquez (2024). Collectively, these authors agree that issues such as gender-based violence, wage disparity, underrepresentation in decision-making spaces, and low participation in positions of power are significantly present in both public and private work environments. These findings reveal common patterns that highlight the need for an integrated and coordinated approach to address this problem. The studies conclude that it is crucial to analyze the similarities and differences in women's experiences across countries, as well as the strategies emerging to promote real and sustainable change.

Theoretical Framework
Gender and Gender-Based Violence

Initially, the concept of gender has been defined in several ways, allowing for understanding of its perspective across disciplines that have deeply explored this category. It is defined as a

social and cultural construct that denotes the assignment of roles to "men" and "women" based on temporal and sociocultural dimensions, in which key beliefs are established about roles, behaviors, and attitudes linked to a specific sex. Thus, it is valuable to determine its essence based on socially accepted assignments that allow individuals to identify with one of these two groups and act accordingly (Poggi, 2019).

Gender is a multidimensional concept referring to the social and cultural constructions of what it means to be a man or a woman within a given society. In academic work, it has been argued that gender is not a biological fact but rather a performance reproduced through acts and behaviors (Butler, 2007). Butler maintains that gender consists of repeated acts over time that create the illusion of a stable identity. This perspective challenges the traditional view that associates gender exclusively with biological sex, emphasizing its performative nature and variability.

Moreover, feminism has been fundamental in the conceptualization of gender, addressing the inequalities and power relations established between genders (Butler, 2007). In *The Second Sex*, it is asserted that "one is not born, but rather becomes, a woman," suggesting that women are socialized into specific roles that limit their autonomy and potential. This idea has been key to understanding how gender constructions can perpetuate oppression and inequality, emphasizing the need for a critical analysis of these social dynamics.

Additionally, queer theory has further expanded the conceptualization of gender by questioning the binary and fixed categories of identity. Foucault (1976, as cited in Valle, 2020), in *The History of Sexuality*, explores how power and knowledge intertwine in shaping sexual identities, suggesting that "sexuality is not a thing but a set of practices, discourses, and rules". This perspective allows for a more inclusive and fluid understanding of gender, recognizing that identities can be diverse and changing rather than restricted to rigid definitions.

It is essential to understand gender-based violence as any act or aggressive behavior that occurs within a context of inequality, where male domination over women prevails. As a result, it evokes physical, sexual, and psychological consequences and represents a violation of women's human rights, preventing coexistence in an environment of equality and justice (Chaparro & Rubiano, 2020). Beyond tangible manifestations such as physical harm, it is also important to highlight symbolic violence, which reflects power inequalities adopted by men toward women. This type of violence can cause immediate or long-term harm, affecting the physical, cognitive, sexual, and psychological well-being of women (Carhuavilca & Abad, 2023).

To identify this type of violence, three key elements stand out: (a) the sex of the perpetrator and the victim; (b) the motive behind the violence, often rooted in historical and cultural inequalities; and (c) the contexts in which it occurs—such as family, work, relationships, politics, and religion (Ministry of Equity and Equality of Colombia, 2024). This concept exposes that gender-based violence constitutes a clear violation of women's human rights and reflects an asymmetry rooted in differences between the sexes. Historically, patriarchy has been a system that devalues women, inflicting harm on their integrity (López et al., 2023).

One of the most visible contexts is the workplace, where gender-based violence affects women's development and well-being, creating hostile and harmful environments. This is reflected in various forms of physical, verbal, sexual, cyber, and psychological aggression

carried out by men in roles such as supervisors, colleagues, clients, or others within the organization (Vargas et al., 2020). The most representative actions include abuse, bias, and prejudices of inferiority imposed by men, which in turn generate significant organizational consequences, such as decreased productivity and quality, and often result in resignations or dismissals (López et al., 2023).

Furthermore, gender-based violence in both public and private workplaces is evidenced as a clear act of discrimination against women, hindering their access to fair and dignified employment opportunities. It limits women's chances of being hired in sectors traditionally dominated by men, restricts promotion and job stability, and reduces their presence in leadership positions. Women are often excluded based on civil status, age, physical appearance, or maternity (Ministry of Equality and Equity, 2022). Globally, approximately 68.5% of the working-age population is male, as this group had at least one job in 2024, compared to women, who had an employment rate of around 45.3%, revealing a gap of 23 percentage points (Fernández, 2025).

Decent Work and Labor Inclusion
Work is a social right and obligation, guaranteed by the State, which ensures that all citizens can work under fair and dignified conditions. At the individual level, each person has the right to choose their professional activity in an equitable environment, while collectively, the public authorities must develop policies that promote employment as an essential factor for improving human quality of life (Constitutional Court of Colombia, 2021; Political Constitution of Colombia, 1991).

In this context, decent work is defined as employment that meets individuals' aspirations by ensuring opportunities that generate fair income, job security, social protection for families, and personal and professional development, while guaranteeing equality of opportunity regardless of gender (International Labour Organization, 2020).

Accordingly, the Ministry of Labor of Colombia (2024) has identified four key objectives to ensure decent work: (a) Create employment and income through policies that foster employability and improve quality of life; (b) Safeguard labor rights, promoting freedom of association and non-discrimination; (c) Guarantee equal working conditions for men and women; and (d) Promote social dialogue between employers and employees to address common issues (ILO, 1995, as cited in Ministry of Labor, 2024).

Regarding workplace gender-based violence, decent work plays a fundamental role. Within the priorities of the International Labour Organization (2013), the aim is to progressively improve women's inclusion in work environments by eliminating all existing forms of vulnerability and promoting equality of opportunity. To achieve this, it sets strategic objectives such as: (a) Improving women's access to employment sectors; (b) Offering quality jobs with policies that respect their rights; (c) Promoting female entrepreneurship and supporting small business creation; (d) Eliminating workplace discrimination through legislation that combats sexist stereotypes; (e) Achieving equal pay; and (f) Preventing and sanctioning sexual harassment through awareness and support for complaints.

In Colombia, the National Council for Economic and Social Policy (CONPES) issued Document 4080 (2022), which establishes the *Public Policy for Gender Equality for Women.*

This document seeks to promote gender equity and guarantee women's rights in various areas, addressing existing inequalities through strategic action proposals to enhance women's sustainable inclusion in education, health, employment, and political participation.

First, it seeks to eliminate remaining barriers by increasing opportunities for women's economic autonomy across different sectors. Second, it proposes advancing women's participation in popularly elected positions and leadership roles in public offices at the national and local levels. Third, it recommends improving women's physical and mental health through public interventions. Fourth, it emphasizes strengthening institutional responses to gender-based violence through police and preventive measures. Finally, it focuses on addressing the challenges faced by rural women, aiming to strengthen institutions and mainstream the gender perspective across state strategies and cultural transformation (National Planning Department, 2022).

Thus, labor inclusion helps to understand how labor markets function and how public policies can provide strategies for individuals—regardless of race, ethnicity, gender, or any other characteristic—to access optimal conditions for their development. In this regard, the Ministry of Labor of Colombia, in line with labor inclusion and under Law 1257 of 2008, establishes a regulatory framework with a gender equity approach aimed at transforming cultural, economic, and political inequalities and promoting environments free from discrimination between men and women (Ministry of Labor of Colombia, 2024).

Method
Study Design and Type
The research used a mixed, descriptive, non-experimental design, as this design allows for the collection, analysis, and integration of information from two approaches to obtain a more detailed understanding of the object of study (Hernández et al., 2014). The main focus of this methodology lies in taking advantage of both qualitative and quantitative attributes to ensure a systematic integration within a single study, with the ultimate goal of obtaining a comprehensive view of the phenomenon (Neill & Cortez, 2017).

Participants
The study included a sample selected through non-probabilistic convenience sampling (Hernández et al., 2014), consisting of 34 women employed at a clinic in Barranquilla, Colombia. The inclusion criteria were as follows: being identified as a woman; having a minimum work tenure of three months; and being a base employee of the company. On the other hand, the exclusion criteria were: not identifying as a woman or having a work tenure of less than three months.

The specific characteristics of the selected group are presented in Table 1. It shows that, in terms of age, the largest group corresponds to those between 29 and 39 years old (44%), while the least represented group falls between 51 and 61 years old (9%). Regarding marital status, 44% of participants are single, while 9% are married. Concerning socioeconomic status, 44% belong to stratum 2, while 9% are in stratum 4.

As for the number of dependents, 41% of participants are responsible for two people, and 6% have six or more, the lowest proportion. Regarding contract type, 59% have a fixed-term or project-based contract, while only 3% have a training contract, representing the smallest

group. Finally, in terms of tenure at the company, 35% have between 1 and 3 years, while 12% have between 4 and 6 years of service.

Table 1
Sociolabor Characteristics

Variable	Grupo	N	%
Age	18-28	10	6%
	29-39	15	44%
	40-50	6	29%
	51-61	3	9%
Marital status	Married	3	9%
	Divorcied	4	12%
	Single	15	44%
	Common-law	12	35%
Socioeconomic level	1	13	35%
	2	15	44%
	3	5	12%
	4	1	9%
People in charge	1	8	23%
	2	14	41%
	3	4	12%
	4	5	15%
	5	1	3%
	6 or more	2	6%
Contract type	Fixed-term contract	4	12%
	Training contract	1	3%
	Indefinite contract	7	20%
	Contract for work or labor	20	59%
	Temporary contract	2	6%
Job seniority	Less than 1 year	10	29%
	1-3 years	12	35%
	4-6 years	4	12%
	More than 6 years	8	24%
Seniority in the position	Less than 1 year	4	12%
	1-3 years	12	38%
	4-6 years	5	15%
	More than 6 years	13	35%

Note. Gaitan, 2025

Instruments

The Workplace Violence and Psychological Harassment Inventory — Ivapt-Pando was used, a self-administered assessment questionnaire designed by Manuel Pando (Pando et al., 2006), composed of 22 items that describe different key situations or behaviors related to workplace harassment and violence. In the first section, column A evaluates the frequency of each situation during the past six months at the respondent's workplace, using a Likert-type scale

ranging from 0 = never to 4 = very frequently, indicating the intensity and presence of such behaviors. Meanwhile, column B allows understanding whether the situation has occurred to the participant more or less frequently than to their colleagues, seeking to assess the perception of psychological violence to determine whether there is a specific intent or, instead, if these are organizational practices.

The dimensions assessed by this instrument are: F1: Behaviors aimed at discrediting the worker's professional competencies; F2: Work intensification, isolation, and depersonalization of achievements; F3: Stigmatization and damage to the worker's public image. Finally, it identifies the actors who tend to commit such acts, classified as superiors, coworkers, or others. Additionally, a semi-structured interview was designed and underwent validation prior to application. First, the theoretical categories of analysis were defined as follows: a) Characterization, b) Regulations, c) Processes, prevention, and care, d) Means and investment, e) Institutional commitment, f) Communication and visibility.

Once the content validity was established, questions were developed for each category, followed by validation by expert judges (Creswell, 1994). The interview consisted of 20 questions and was administered to the leader of human talent management at the healthcare institution.

Results
Analysis of Scale A: Workplace Violence in General
Table 2 shows the high presence of violent behaviors within the organization, classified as discrediting, work intensification, isolation, and damage to public image. Regarding their occurrence, 20 employees indicated a high frequency, while eight reported a medium level of visibility, and finally, only six employees stated that such behaviors were absent or non-existent in their work environment (see Table 2).

Regarding the intensity of workplace violence, 18 employees reported experiencing a low level of violent actions directed toward themselves. Meanwhile, approximately 10 employees indicated a medium intensity, and only six reported the absence of such factors in their work environment. Finally, it can be inferred that none of the employees reported a high intensity of violence in the performance of their professional duties (see Table 2).

Analysis of Scale B: Workplace Harassment
Table 2 presents Scale B, which evaluates only the presence of workplace harassment based on employees' experiences. The majority of participants—26 employees—reported low or nonexistent activity of such behaviors in their workplaces. In contrast, a smaller group of six employees classified workplace harassment as highly present, while two reported a medium presence (see Table 2).

Analysis of Actors Involved
Regarding the actors involved, the data show that most employees, totaling 17, identified their superiors as the main perpetrators of violent behaviors. On the other hand, a smaller group of 11 employees attributed responsibility to their coworkers. Finally, only six participants stated that none of the mentioned categories applied to their situation (see Table 2).

Table 2

Quantitative Scale

Level	N	%
Scale A: Presence of Violence		
High	20	58.8%
Medium	8	23.5%
Low	6	17.6%
Scale A: Intensity of Violence		
High	0	0.0%
Medium	10	29.9%
Low	18	52.9%
High	6	17.6%
Scale B: Presence of Workplace Harassment		
High	6	17.6%
Medium	2	5.8%
Low	26	76.4%
Actors Involved		
High	11	32.6%
Medium	17	50.0%
Low	6	17.6%

Note. Gaitan, 2025

Qualitative Results

The following section describes the findings identified in each of the analysis categories defined during the qualitative research phase.

Characterization: A starting point was identified for developing an internal corporate social responsibility plan focused on preventing gender-based violence in the workplace. Based on the responses, the institution's human talent management department has foundational knowledge of the company's responsibilities and recognizes its role and impact on female employees. Additionally, management is aware of vulnerable staff, their needs, and characteristics. It is crucial that this characterization be translated into concrete and effective actions to close the gaps between the CONPES 4080 policy and the working conditions of the clinic's female employees.

Regulations – Knowledge: When inquiring about knowledge of relevant regulations, the human talent manager interviewed demonstrated partial awareness of the basic and applicable national laws, using this limited understanding in managing staff, though with visible gaps due to the lack of full comprehension. Benefits: The management team understands the benefits of implementing social responsibility and sustainability programs aligned with institutional objectives. Obligations: They acknowledge their obligations toward their female employees, emphasizing compliance with the Colombian Ministry of Labor's guidelines and the importance of respecting them. The institution values individual characteristics, such as age, gender, disability, and culture, and promotes equal opportunities. Labor Inclusion: According to responses in this subcategory, there is a clear understanding of current laws regulating equal

opportunities, and efforts are being made to comply by creating a workplace that provides equal access in an inclusive and respectful environment.

Processes – Prevention and Attention: Inclusive Practices. According to the interviewee, the clinic has maintained a strong commitment to inclusion and diversity since its inception, implementing innovative practices such as hiring from vulnerable communities through an internal program aimed at reducing biases and prejudices in recruitment by focusing on skills and competencies. Policies. Some initiatives and proposals were identified to protect and monitor the human rights of vulnerable populations, as well as promote empowerment and inclusion. These include support for entrepreneurship projects, continuous staff training, donation funds for foundations assisting vulnerable populations, and employment opportunities based on skills. Frequency. There is no evidence of regular or periodic characterization reports, meaning such assessments are not conducted systematically. Partnerships. The clinic lacks formal institutional partnerships to promote inclusion and diversity; instead, initiatives are implemented internally through established plans and policies.

Resources – Investment: Internal Resources. Workplace wellness activities are implemented to address employees' needs holistically; however, these efforts are recognized as insufficient. There is institutional commitment to allocate funds supporting inclusion initiatives and addressing the needs of the most vulnerable populations. Institutional Protocols. The clinic admits not having a formal protocol for reporting gender-based violence or discrimination in real time. Their main focus is on staff training and awareness-raising, prioritizing consciousness over response mechanisms. Behaviors. Although no formal protocol exists, basic response points are available for immediate intervention when suspicions arise. These confidential spaces are designed to ensure a psychologically safe work environment. Response Routes. While lacking an official protocol, the clinic employs a mental health psychologist who initially receives and addresses reports, referring cases to judicial institutions when necessary, depending on the severity.

Institutional Commitment: Support Networks. The clinic does not have formal affinity groups or an established internal support network. Management recognizes the absence of spaces where female employees can connect, share experiences, and provide mutual support based on common interests. Training. Training is the organization's strongest area, as it has a comprehensive program focused on raising awareness and educating staff to understand and address the specific needs of vulnerable communities. HR Management. Through the human talent office, a proactive approach has been adopted to promote social inclusion throughout all stages of the employment lifecycle—recruitment, selection, development, retention, and termination—ensuring equality for all regardless of culture, gender, or race. Challenges. The most significant challenge in eradicating gender-based violence and promoting workplace inclusion, according to the interviewee, lies in the lack of commitment and awareness of existing biases that influence decision-making. Additionally, adapting workspaces to be accessible for employees with disabilities poses financial costs that are often viewed unfavorably by management.

Communication and Visibility: Promotion Channels. The promotion of diversity, inclusion, and gender-based violence prevention within the institution is currently carried out through

active chat groups where messages, videos, and infographics are shared, all coordinated by the mental health professional.

Discussion and Conclusions

Based on the background, theoretical framework, and results of this study, several conclusions can be drawn regarding the main objective of this research, which was to examine workplace violence with a gender focus in a healthcare clinic in Barranquilla, Colombia. This analysis was conducted within the framework of the concepts provided by the National Council for Economic and Social Policy (National Planning Department, 2022). The findings confirm the presence of gender-based workplace violence and reveal gaps in both the understanding and implementation of gender equity and Corporate Social Responsibility (CSR) policies within the organization. CONPES 4080 establishes Colombia's public policy on gender equity, serving as the guiding document for promoting women's rights and equality, and proposing strategies aimed at eliminating existing inequalities (CONPES 4080, 2022). Upon examining the results and the problems related to gender-based violence and inequitable working conditions for women in the medical institution, it was determined that the strategies currently in place to prevent these issues are not sufficiently effective, nor do they fully align with the 25 lines of action across six core areas proposed by CONPES 4080, which collectively seek to ensure the comprehensive well-being of Colombian women.

During the research process, it became clear that understanding female employees' perceptions of workplace gender-based violence is a key factor in identifying and addressing the problem. A clear understanding of this issue provides insight into the internal functioning of the company, its dynamics, relationships, and sources of dissatisfaction, as well as the broader reality of women's working conditions and quality of life (Cebey & Ferrari, 2016). According to the quantitative findings, based on responses from 34 participants, 58.82%—that is, 20 women—reported experiencing aggressive behaviors or actions in their workplace. These include inappropriate comments, mockery, exclusion from professional development opportunities, and physical, verbal, or psychological aggression, all of which negatively affect their emotional well-being and professional performance (Ortega & Ramírez, 2016). These findings highlight the lack of a safe and inclusive work environment that fosters women's individual growth.

However, 18 participants—slightly more than half—indicated that while they have faced potentially violent situations, the intensity of such incidents is relatively low. This still reflects the existence of symbolic forms of violence that, although subtle, have a negative impact on women's professional development. This phenomenon challenges the effective implementation of the CONPES 4080 policy (National Planning Department, 2022), which outlines specific actions to eradicate gender-based violence in Colombia. The scale used for data collection revealed more subtle forms of aggression, such as mocking, demeaning comments, or exclusion from opportunities for advancement. Even when such violence is classified as "low or medium intensity," it can have serious long-term mental health consequences. As noted by Palma et al. (2022), prolonged exposure to these situations increases stress and undermines emotional well-being in the workplace.

Another key finding is that most participants reported that violent behaviors were mainly perpetrated by their superiors, highlighting a clear internal power imbalance within the clinic. This finding once again contradicts the directive of the National Planning Department (2022), which mandates the creation of safe environments regardless of gender. Such imbalances leave women in a position of vulnerability, making them feel unprotected and fearful of retaliation, such as loss of promotion opportunities or even termination, thereby undermining the labor rights guaranteed by Colombian gender equity policies (Pacheco, 2012).

As a general conclusion—before addressing the qualitative instrument applied to a senior manager at the medical institution—it is important to emphasize that the assessment of organizational conditions related to gender inclusion and labor equity in healthcare environments revealed numerous challenges and inconsistencies that question the effectiveness of current practices and policies. Despite progress made, the study highlights the persistence of gaps and barriers that hinder equal opportunities and the full exercise of women's and other vulnerable groups' rights in the workplace. This underscores the relevance of using CONPES 4080 (2022) as a reference point, as it promotes gender equity by guaranteeing women's economic, social, and cultural rights (National Planning Department, 2022).

The analysis also revealed that the medical institution is taking significant steps toward becoming a workplace free from discrimination and gender-based violence, while actively promoting inclusion. However, certain areas still require immediate intervention to prevent them from becoming major sources of inequality. To address this, it is necessary to implement continuous monitoring of institutional policies and procedures, beginning with equitable recruitment and selection processes, establishing internal support groups, and ensuring leadership commitment to fostering an inclusive organizational culture that values diversity. Developing a formal protocol for reporting gender-based violence and creating a more practical and inclusive workplace wellness model are also essential steps. Without strong institutional commitment, the rights of female employees may continue to be violated. As the International Labour Organization (2018) states, workplace harassment and gender-based violence are serious violations of human rights, affecting the health, safety, and well-being of those involved.

The findings make it evident that the organization aims to maintain a strong culture focused on workplace well-being, gender equality, and inclusion. However, these efforts are insufficient to achieve their goals, as there is still a lack of effective policies and procedures, limited staff training and awareness programs, and the absence of internal support groups. Without the commitment of the clinic's management and leadership, no significant changes will occur. Carroll's (1991) theory of social responsibility emphasizes that the responsibility to promote inclusion and equity lies directly with companies. Furthermore, as Bowen (1953, cited in Duque & Cardona, 2013) argued, this responsibility includes employers' obligations to serve both society and their employees.

From a more focused perspective—particularly concerning the categories of characterization and regulation—it can be concluded that the organization has an appropriate foundation from which to build an effective social responsibility program aimed at preventing and eliminating gender-based violence. This can yield concrete results if the program addresses the actual needs of female employees, closing the gaps that remain between CONPES 4080

public policy and current working conditions. Therefore, it is recommended that the organization strengthen its internal plans, establish mechanisms to promote participation among vulnerable groups, and ensure alignment with current legal frameworks. By doing so, the healthcare provider can become a model of inclusion and diversity within its sector—improving employee well-being, promoting gender equity, and contributing to a more just society aligned with the Sustainable Development Goals (SDGs).

References

Acevedo, G., Farias, A., , J., & Petiti, Y. (2019). La violencia laboral hacia trabajadores/as de instituciones de salud de la ciudad de Córdoba, Argentina [Workplace violence against workers in health institutions in the city of Córdoba, Argentina]. *Laboreal, 6*(1), 1–15. https://journals.openedition.org/laboreal/8985

Ávila, E., & Duarte, D. (2023). *Discriminación y violencia de género en entornos laborales desde el enfoque sistémico* [Discrimination and gender-based violence in workplace environments from a systemic approach]. [Tesis de grado, Universidad Cooperativa de Colombia]. Repositorio UCC. https://repository.ucc.edu.co/server/api/core/bitstreams/35eb9fe2-c984-4492-897d-5ea54f34aed6/content

Butler, J. (2007). *El género en disputa: El feminismo y la subversión de la identidad* [Gender trouble: Feminism and the subversion of identity]. Ediciones Paidós Ibérica.

Carhuavilca, D., & Abad, P. (2023). *Perú: "Brechas de Género, 2023: Avance hacia la igualdad de mujeres y hombres* [Peru: "Gender gaps, 2023: Progress toward equality between women and men"]. Editorial Instituto Nacional de Estadística e Informática.

Carroll, A. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons, 34*(4), 39–48. https://doi.org/10.1016/0007-6813(91)90005-GGet rights and content

Cebey, F., & Ferrari, L. (2016). Violencia laboral en organizaciones públicas y privadas: percepciones y significaciones [Workplace violence in public and private organizations: Perceptions and meanings]. *Anuario de Investigaciones, 23*(1), 55–65. https://www.scielo.org.ar/scielo.php?pid=S1851-16862016000100005&script=sci_abstract

Chaparro, A., & Rubiano, S. (2020). Violencia de género, las formas de maltrato hacia la mujer y su comunicación [Gender violence, forms of abuse against women, and their communication]. *Revista Caminos Educativos, 7*(1), 57–67. https://doi.org/https://doi.org/10.36436/22564527.387

Constitución Política de Colombia [Political Constitution of Colombia]. (1991). Article 25. July 7, 1991. (Colombia). https://www.constitucioncolombia.com/titulo-2/capitulo-1/articulo-25#google_vignette

Constitutional Court of Colombia. (2001). Judgment T-611-01. https://www.corteconstitucional.gov.co/relatoria/2001/T-611-01.htm

Creswell, J. (1994). Diseño de Investigación. Aproximaciones cualitativas y cuantitativas [Research design: Qualitative and quantitative approaches]. En J. Creswell, *Diseño de Investigación. Aproximaciones cualitativas y cuantitativas. Capítulo 9: "El procedimiento cualitativo"* (pp. 143-171). Sage.

National Planning Department. (2022). Public policy on gender equity for women: Toward the country's sustainable development (Ed. National Planning Department). National Council for Economic and Social Policy. https://colaboracion.dnp.gov.co/CDT/Conpes/Econ%C3%B3micos/4080.pdf

Duque, Y., & Cardona, M. (2013). Responsabilidad social empresarial: Teorías, índices, estándares y certificaciones. Cuadernos de Administración Corporate Social Responsibility: Theories, Indexes, Standards, and Certifications. *Cuadernos de Administración, 29*(49), 41–50. https://doi.org/10.25100/cdea.v29i49.56

Fernández, R. (19 de febrero de, 2025). *Tasa de empleo a nivel mundial desde 2011 hasta 2025, por género* [global employment rate from 2011 to 2025, by gender]. Statista. https://es.statista.com/estadisticas/977518/tasa-global-de-empleo-por genero/#statisticContainer

Fernández, S. (2007). La violencia de género en las prácticas institucionales de salud afectaciones del derecho a la salud y a las condiciones de trabajo en salud [Gender-based violence in institutional health practices: Impacts on the right to health and on working conditions in the health sector]. *Revista Gerencia y Políticas de la Salud, 6*(12), 59–76. https://www.redalyc.org/articulo.oa?id=54561202

Hernández, R., Fernández, C., y Baptista, M. (2014). *Metodología de la investigación, Sexta edición* [Research methodology, Sixth Edition]. McGraw-Hill / Interamericana Editores, S.A. DE C.V.

International Labour Organization. (2013). *Decent work and gender equality*. ILO Regional Office for Latin America and the Caribbean. https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@americas/@ro-lima/@sro-santiago/documents/publication/wcms_233161.pdf

International Labour Organization. (2018). Eliminating violence and harassment in the world of work. International Labour Organization. https://www.ilo.org/es/temas/violencia-y-el-acoso-en-el-mundo-del-trabajo

International Labour Organization. (2020). Decent work and the globalized economy. International Labour Organization. https://www.ilo.org/es/temas/trabajo-decente

López, V., Moreno, L., Gónzalez, V., & Valenzuela, M. (2023). Impactos de la violencia de género en el desempeño laboral de las trabajadoras en México [Impacts of gender-based violence on the job performance of women workers in Mexico]. *Revista de Ciencias Sociales (RCS), 29*(2), 199–215. https://doi.org/https://doi.org/10.31876/rcs.v29i2.39971

Ministry of Equality and Equity. (2022). Program for the comprehensive approach to violence against women. https://www.minigualdadyequidad.gov.co/programa-abordaje-integral-violencias-contra-mujeres

Ministry of Equity and Equality of Colombia. (2024). *Decree 0075 of 2024: By which the National System for the Registration, Attention, Monitoring, and Follow-up of Gender-Based Violence is regulated*. Ministry of Equity and Equality. https://www.minigualdadyequidad.gov.co/827/articles-382479_recurso_1.pdf

Ministry of Labor of Colombia. (2024). Labor equity with a gender perspective. Ministry of Labor of Colombia. https://www.mintrabajo.gov.co/el-ministerio/grupo-interno-de-trabajo-para-las-victimas-y-la-equidad-laboral-con-enfoque-de-genero/equidad-laboral-con-enfoque-de-genero

Mujica-Stach, A. M., & Márquez Torres, M. (2024). Análisis de violencia de género hacia migrantes venezolanos en el sur de Chile [Analysis of gender-based violence against Venezuelan migrants in Southern Chile]. Revista Espacios, *45*(04), Art. 11. https://doi.org/10.48082/espacios-a24v45n04p11

Neill, A., y Cortez, L. (2017). *Procesos y fundamentos de la investigación científica* [processes and foundations of scientific research]. Editorial Umach.

Ortega, B., & Rodríguez, A. (2016). *Acoso laboral y sus efectos en la salud del trabajador: revisión de la literatura* [workplace harassment and its effects on workers' health: A literature review]. Universidad del Rosario. 1–19. https://doi.org/10.48713/10336_12755

Pacheco, L. (2012). La igualdad de oportunidades y el derecho al trabajo de la mujer: un esfuerzo internacional de protección social [Equal opportunities and women's right to work: An international effort toward social protection]. *Revista IUS, 6*(29), 108–122. https://www.scielo.org.mx/pdf/rius/v6n29/v6n29a8.pdf

Palma, A., Gerber, M., & Ansoleaga, E. (2022). Riesgos psicosociales laborales, características organizacionales y salud mental: El rol mediador de la violencia laboral [Occupational psychosocial risks, organizational characteristics, and mental health: The mediating role of workplace violence]. *Psykhe, 31*(1), 1–18. https://doi.org/http://dx.doi.org/10.7764/psykhe.2019.22383

Pando, M., Aranda, C., Preciado, L., Franco, S., & Salazar, J. (2006). Validez y confiabilidad del inventario de violencia y acoso psicológico en el trabajo (ivapt-pando) [Validity and reliability of the inventory of workplace violence and psychological harassment (IVAPT-PANDO)]. *Enseñanza e Investigación en Psicología, 11*(2), 319–332. http://www.redalyc.org/articulo.oa?id=29211208

Poggi, F. (2019). Sobre el concepto de violencia de género y su relevancia para el derecho [On the concept of gender-based violence and ıts relevance to law]. *DOXA, Cuadernos de Filosofía de Derecho, 42*, 285–307. https://doi.org/https://doi.org/10.14198/DOXA2019.42.12

Rodríguez, R., Castro, D., & Ibarra, S. (2023). Violencia laboral de género como factor que inhibe la participación de las mujeres en el mercado de trabajo de México [Gender-based workplace violence as a factor that inhibits women's participation in the labor market in Mexico]. *Revista de Economía, 39*(99), 110–133. https://doi.org/https://doi.org/10.33937/reveco.2022.277

Torres, E., Pierre, G., & Desfrancois, F. (2021). Influencia de la violencia de género e intrafamiliar hacia la mujer en el desempeño laboral en Quito 2020 [Influence of gender-based and domestic violence against women on job performance in Quito, 2020]. *Revista Eruditus, 2*(3), 9–28. https://doi.org/https://doi.org/10.35290/re.v2n3.2021.451

United Nations. (2020). Commission on the Status of Women: Report on the 64th session (22 March 2019–9 March 2020). E/2020/27–E/CN.6/2020/10. https://digitallibrary.un.org/record/3872184

Valle, A. (2020). La enseñanza, lo femenino y la vida. Reseña del libro: Foucault, M. (2020) La sexualidad. Seguido de El discurso de la sexualidad [Teaching, the feminine, and life. Review of the book: Foucault, M. (2020) sexuality. Followed by the discourse of sexuality]. *Entreciencias: diálogos en la sociedad del conocimiento, 9*(3). https://doi.org/https://doi.org/10.22201/enesl.20078064e.2021.23

Vargas, X., Vaquerano, V., & Vargas, J. (2020). *Percepción de la violencia laboral contra las mujeres en los sectores público y privado en El Salvador* [Perception of workplace violence against women in the public and private sectors in El Salvador]. Editorial Ormusa.

Acknowledgement

Declaration of Conflict
The authors declare no conflict of interest.