



Equality between the Genders in the Workplace: A Study of Gender Issues in Indian Organization

Dr. Isha Chaudhary¹, Dr. Pradeep Bhardwaj²

¹Asst. Professor, Department of Management, IPEM College

SS GT Road, NH-24, Ghaziabad, India.

²Asst. Professor, Department of Management,

IMS Ghaziabad (University Courses Campus),

NH-24, Dasna, Ghaziabad, India.

ABSTRACT

Gender discrimination can be defined in a variety of ways, but is most commonly identified as making decisions based on aesthetic or astrictive perceptions of one's sex of sex. Although every country admits that gender inequity must be removed, it still is a big issue, especially for women. It is multidimensional issue which is deeply embedded in the improvised and traditional culture setting in our private or public sector, and it is considered as major constraints towards the development process in the country. This paper aims to estimate or identify the basis of gender discrimination in the workplace. In the workforce, discrimination can be analyzed and recognized in any decision related to wages, terminations, promotions, hiring, leaves, and benefits. Gender Discrimination in the workplace may occur in different ways. This research paper explores the issue of gender discrimination in workforce and its impact on the satisfaction and motivation, commitment and enthusiasm and stress level of employees. The analysis shows that females were discriminated more than males in private organizations. Thus the results show that gender discrimination decreases satisfaction & motivation and commitment & enthusiasm level of employees, and increases the stress level in the employees. We, therefore, have provided some policy implications for further improvement of the gender situation in the country.

Keywords: *Workforce, Stress, Job Satisfaction*

Introduction:

In India the Gender Discrimination specially has been in subsistence since a long period. The gender equality means that both men and women, as human being, have equivalent rights and opportunity irrespective of gender. It also refers that all people (men and women) must have equal right to develop their personal abilities and free to make personal choices. State or society will not discriminate between men and women on the basis of gender. Moreover, gender equality emphasis that natural or biological difference between men and women will not lead to difference in status and rights in all sphere of life between men and women. Milenzo, (1998) has explained that HRM in any organization is worried with the staffing, training, developing, motivating and nurturing of the employees. Staffing dealt with strategic human resource planning, recruiting and selection. Before five decades, managing people & HRM was considerably effortless because work force was markedly homogenous. Now-a-days work force has changed from homogeneous to heterogeneous type. It leads to the development of such social culture that wanted to suppress the opposite gender. Later on specifically in working conditions it lead to several activities o gender biasness and harassment. It made working unequal on parts of opportunities



and compensations. The study therefore emphasis on the various issues faced by employees. As discrimination see no gender. Therefore the questions asked and hypotheses Formed are not gender biased but has taken into account problems faced by both the genders. It shows the point of difference between genders, regarding the treatment of the opposite one.

Literature Review:

There are many researches Paper available on the Gender Discrimination in the Work Place.

Susan et al (1998) have focused on the work place gender discrimination rational bias theory. According to this theory, decision makers may choose to discriminate if they believe that their superiors or others having power over their careers expect or prefer it. The findings of their research showed that businessmen discriminated women and people at the top of the organization are most biased against women than people at the bottom. Their study has also confirmed that management support discrimination, though those discriminations were less than the findings of earlier research, reflecting increasing equal opportunity. It was also confirmed through their research that the discrimination is more because of external pressures than from internal.

According to Anker, Melkas and Korten (2003), social security policies and the type of comprehensiveness of the welfare state can provide better opportunities for women in the job market. At the same time, another factor , namely, the structure of the job market also serves as a factor in the segregation of gender in the labour market. A study conducted by Bertrand and Mullainathan (2003) found that the administrative jobs are often targeted at women more than men thus making it as an area of work dominated by women. Furthermore, as mentioned earlier, Barber (2010) says that women prefer to work in the public sector for the better security and working hours and all around the world, the public sector is mostly dominated by women. Although the public sector provides more job opportunities for women, Melkas and Anker (1998) in Anker, Melkas and Korten (2003) report that it also increases the gender segregation gap in the job market. This is further supported by the situation in Malaysia where the concern of the increasing number of women entering the public sector has recently highlighted. The government is also urged to monitor and implement the gender equal policy carefully, so that representation of both genders in the civil service will be balanced.

Katie Scire, (2008) "Gender Discrimination in the workplace", talks about the „Glass ceiling“ effect. This means that a woman cannot reach up to the higher level of management or the higher level of her career through breaking the glass ceiling. This term came into existence in the 1980“ s. Every study mainly emphasized on the discrimination occurred to women but today there is no such barrier. Everyone is equally in danger of discrimination on part of anything that the management is biased about.

Gender Discrimination In Organization framework:

Gender issues related to the differences of male and female were pinpointed in decade of 1950s, but highlighted as an important issue in management and organizational studies in between 1980s & 1990s. Greater job satisfaction comes with the opportunity to learn new skills, have autonomy, exercise control over working conditions and choose work projects, all traits associated with high-status jobs. When gender discrimination



happens in the workplace, the discriminated party never reaches the level needed to have the control and autonomy at work associated with a high-status job. People who are discriminated against in the workplace, therefore, don't usually have a high level of job satisfaction. When a group, say women, feels as if they are being discriminated against just because of their sex, they are more likely to leave the company.

Every time an employee leaves, it costs business money to recruit and train a new worker. If another woman is hired, and gender discrimination still occurs, the cycle of high turnover is likely to continue. Being discriminated against can lead to stress in the workplace, which can cause physical and mental distress. This happens because when a group, such as women, is not promoted or are not given raises, this group might not connect the reason as gender discrimination and might instead internalize the reason. They may, for example, think they aren't advancing because something is wrong with them or with their work performance, when in fact, the reason might be gender discrimination. When gender discrimination exists, the company culture might be less attentive regarding sexual harassment. In such a culture, victims of sexual harassment are usually less likely to come forward with complaints than they would be in an atmosphere that embraces both genders. This happens because the group experiencing discrimination believes their complaints will fall on deaf ears or won't be taken seriously.

The gender discrimination may exist in various dimensions which include hiring discrimination, differences in salary and wages, discrimination/differences in promotion and inequity related to different goods and facilities provided to different gender. Therefore this study is designed to investigate gender discrimination and its affect on employee productivity. The dimensions of gender discrimination include discrimination in promotions, discrimination in salary and discrimination in facilities provided. So there is a need to explore the effect of different dimensions of gender discrimination on the productivity of employee.

- Unequal growth opportunities
- Salary Gap
- Unwell peer relationships
- Unfair reward and recognition
- Biased policies for both genders
- Higher stress level
- More biasness
- Feeble competition
- High Turnover of Employees
- Prejudice at work place
- Glass Ceiling

Statement of the Problem:

Employee is a back bone of the organization that performs critical tasks for the survival of the organization and employee productivity affected by gender discrimination. Gender discrimination turns the employees emotionally brittle, simple peace loving employees transform into paranoid and suspicious, fearful and



angry individuals. Elimination of Gender Discrimination is crucial for the satisfaction and motivation, commitment and enthusiasm and less stress on the performance of employees.

Objectives of the Study:

Gender Discrimination not effect only those who are discriminated against, it can also hurt the entire Organization as it has a psychological impact. No discrimination leads to high morale, increased productivity maximum Job satisfaction and lower turnover of employees. The various objectives that should be defined for this purpose are:

- To evaluate the gender discrimination in the work force.
- To study the consequences of gender discrimination on women employees.
- To explore how the productivity of employees is affected by gender discrimination due to unequal promotion, salary and facilities.

Hypothesis:

Some important hypothesis out of 29 is:

- H₁: Gender Discrimination at work place exist more in public sector than in private sector.
- H₂: Gender Discrimination reduces Job Satisfaction of women workers.
- H₃: Gender Discrimination effect commitment and enthusiasm in women workers.
- H₄: Gender Discrimination increases stress level of women workers.

Scope of the Study:

The research was conducted to assess the gender discrimination in the workforce and its consequences on the Job Satisfaction and productivity of the employees working in both private sector specially.

Delimitation of study:

In this study the consequences of different magnitudes of gender discrimination on employee productivity in private educational institutes is observed. Even though gender discrimination effect various variables in the work place like intention to leave and status of women but due to shortage of time this is restricted to focus variables. This study is also in the limitations of private institutions. The consequence of gender discrimination on Employee Morale, Job Satisfaction and Productivity in public educational institutes could also have been observed.

Research Methodology:

After the setting up of objectives the research methodology is taken care of. The questionnaire containing 29 questions were given to people that are currently working in different organizations. The data was then further analyzed for getting results using the SPSS software version 16.0. Then respective inferences were drawn.

- **Respondents Details**

The Major age group of respondents was between 20-30. The sample size is of 61 respondents. Out of which 35 were male and 26 were female.

- **Research Design**



- ❖ Data collected was of primary nature as it was collected through the mode of questionnaire from employees of corporate life.
- ❖ Structured Questionnaire with close ended questions
- ❖ Likert scale with five point options were used ranging from strongly agree to strongly disagree.
- **Sampling Frame**
- ❖ Sampling unit- Employees of Corporate & Educational Sector
- ❖ Sampling Size- 61

• **Tools used for Analysis**

It was completed by (Statistical Package for Social Science) SPSS version 16.0. And Using Kaiser Mayer sample adequacy and ‘T’ test.

Data Analysis and Findings:

The first thing applied was the Reliability test on the collected data for checking their consistency.

Fig. 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.754	.748	29

The Cronbach's alpha or reliability hence came is 0.748. If the reliability comes near to 1 it is considered to be good. And if it is near to zero then the data is not reliable. The independent sample t test is also done on the data. It is a hypothesis testing procedure which uses different samples for different kind of treatment and conditions. In this study hypothesis is compared by the data provided by male & female in the form of opinion they have towards Gender Discrimination at their respective work place. This is the group statistic table. It gives statistics for each group. In this study the sample size is 61, in which 35 people are male and 26 are Female. In the last 3 columns there is the mean, standard deviation and the standard error mean calculated. These are 29 diverse hypothesis formed for the reason, cause and results of the Gender Discrimination.

Fig. 2: Group Statistics

Gender	N	Mean	Std. Deviation	Std. Error Mean
VAR00002 Male	35	3.4000	1.14275	.19316
Female	26	4.000	.93808	.18397
VAR00003 Male	35	2.3143	.99325	.16789
Female	26	1.6923	.83758	.16426
VAR00004 Male	35	2.5429	1.09391	.18490
Female	26	2.1538	.92487	.18138
VAR00005 Male	35	3.0000	.84017	.14201



	Female	26	3.0769	1.16355	.22819
VAR00006	Male	35	2.8857	.96319	.16281
	Female	26	2.8077	1.16685	.22884
VAR00007	Male	35	2.9714	1.04278	.17626
	Female	26	2.2308	.81524	.15988
VAR00008	Male	35	2.7429	1.01003	.17073
	Female	26	2.8462	1.22286	.23982
VAR00009	Male	35	2.2571	.91853	.15526
	Female	26	2.6538	1.23101	.24142
VAR00010	Male	35	2.9429	1.21129	.20475
	Female	26	3.3462	.93562	.18349
VAR00011	Male	35	3.6571	.93755	.15847
	Female	26	3.6538	1.16421	.22832
VAR00012	Male	35	2.4286	.97877	.16544
	Female	26	2.0385	1.03849	.20366
VAR00013	Male	35	2.3714	.97274	.16442
	Female	26	1.8846	.81618	.16007
VAR00014	Male	35	2.2571	.85209	.14403
	Female	26	1.5000	.70711	.13868
VAR00015	Male	35	2.2000	.96406	.16296
	Female	26	2.3077	1.22537	.24032
VAR00016	Male	35	3.3714	.97274	.16442
	Female	26	3.2308	1.17670	.23077
VAR00017	Male	35	2.33429	.83817	.14168
	Female	26	2.4615	1.02882	.20177
VAR00018	Male	35	2.9143	1.12122	.18952
	Female	26	2.1923	1.09615	.21497
VAR00019	Male	35	3.1714	1.04278	.17626
	Female	26	3.3077	1.08699	.21318
VAR00020	Male	35	3.4000	1.11672	.18876
	Female	26	3.0385	1.11286	.21825
VAR00021	Male	35	2.7714	1.03144	.17434
	Female	26	2.6538	1.16421	.22832
VAR00022	Male	35	3.8571	.84515	.14286
	Female	26	4.3077	.73589	.14432
VAR00023	Male	35	3.1143	1.07844	.18229
	Female	26	3.0385	1.11286	.21825
VAR00024	Male	35	3.4571	1.06668	.18030
	Female	26	4.0385	.95836	.18795



VAR00025	Male	35	3.5714	.81478	.13772
	Female	26	3.8077	.74936	.14696
VAR00026	Male	35	3.2571	.88593	.14975
	Female	26	3.3077	1.01071	.19822
VAR00027	Male	35	2.9714	.98476	.16645
	Female	26	2.9231	1.05539	.20698
VAR00028	Male	35	3.1714	1.12422	.19003
	Female	26	3.5385	1.13950	.22347
VAR00029	Male	35	3.0857	1.03955	.17572
	Female	26	3.6154	1.06120	.20812
VAR00030	Male	35	3.3429	1.05560	.17843
	Female	26	3.5385	1.20767	.23684

The second part is about the independent t test table i.e. divided into 2 blocks. First, being the “Levene’s test for equality of variances” for confirming that the assumptions of the following t test has been met or not. In this the “P Value” is taken to be 0.05 and the “Sig” value should be greater than or equal to this value for accepting the hypothesis. Our test is 2-tailed. The column with title “t” gives the calculated value. And the column named “df” gives the degree of freedom associated with this test

Independent Sample Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
VAR00002	3.279	.075	-2.184	59	.033	-.60000	.27466	-1.14960	-.05040
			-2.249	58.356	.028	-.60000	.26675	-1.13389	-.06611
VAR00003	1.169	.284	2.582	59	.012	.62198	.24091	.13992	1.10403
			2.648	57.986	.010	.62198	.23488	.15161	1.09215
VAR00004	2.138	.149	1.465	59	.148	.38901	.26556	-.14237	.92039
			1.502	57.946	.139	.38901	.25902	-.12948	.90750
VAR00005	2.929	.092	-.300	59	.765	-.07692	.25636	-.58990	.43606
			-.286	43.336	.776	-.07692	.26877	-.61883	.46499
VAR00006	1.274	.264	.286	59	.776	.07802	.27297	-.46818	.62423
			.278	47.723	.782	.07802	.28084	-.48674	.64278
VAR00007	3.878	.054	3.002	59	.004	.74066	.24674	.24693	1.23439
			3.112	58.816	.003	.74066	.23797	.26445	1.21687
VAR00008	2.125	.150	-.361	59	.719	-.10330	.28615	-.67589	.46929
			-.351	47.744	.727	-.10330	.29438	-.69528	.48069
VAR00009	6.970	.011	-1.442	59	.154	-.39670	.27502	-.94701	.15360
			-1.382	44.375	.174	-.39670	.28704	-.97505	.18164



VAR00010	Equal variances assumed	2.362	.130	-1.412	59	.163	-.40330	28556	-.97469	.16810
	Equal variances not assumed			-1.467	58.887	.148	-.40330	27494	-.95346	.14687
VAR00011	Equal variances assumed	1.450	.233	.012	59	.990	.00330	26917	-.53531	.54191
	Equal variances not assumed			.012	46.888	.991	.00330	27793	-.55586	.56245
VAR00012	Equal variances assumed	.908	.345	1.500	59	.139	.39011	26007	-.13030	.91052
	Equal variances not assumed			1.487	52.175	.143	.39011	26239	-.13638	.91660
VAR00013	Equal variances assumed	1.733	.193	2.067	59	.043	48681	23553	.01552	.95810
	Equal variances not assumed			2.121	58.061	.038	48681	22947	.02749	.94614
VAR00014	Equal variances assumed	.772	.383	3.684	59	.001	.75714	20554	.34585	1.16844
	Equal variances not assumed			3.787	58.216	.000	.75714	19994	.35696	1.15733
VAR00015	Equal variances assumed	2.318	.133	-.384	59	.702	-.10769	28027	-.66851	.45313
	Equal variances not assumed			-.371	46.108	.712	-.10769	29036	-.69211	.47673
VAR00016	Equal variances assumed	2.369	.129	.511	59	.612	.14066	27546	-.41054	.69186
	Equal variances not assumed			.496	47.773	.622	.14066	28335	-.42913	.71045
VAR00017	Equal variances assumed	1.579	.214	-.496	59	.622	-.11868	23917	-.59726	.35990
	Equal variances not assumed			-.481	47.279	.632	-.11868	24654	-.61458	.37722
VAR00018	Equal variances assumed	.230	.633	2.511	59	.015	.72198	28756	.14657	1.29738
	Equal variances not assumed			2.519	54.677	.015	.72198	28659	.14757	1.29638
VAR00019	Equal variances assumed	.015	.902	-.496	59	.622	-.13626	27489	-.68632	.41379
	Equal variances not assumed			-.493	52.742	.624	-.13626	27661	-.69113	.41861
VAR00020	Equal variances assumed	.620	.434	1.252	59	.215	.36154	28870	-.21616	.93923
	Equal variances not assumed			1.253	54.122	.216	.36154	28855	-.21695	.94002
VAR00021	Equal variances assumed	1.170	.284	.417	59	.678	.11758	28212	-.44695	.68211
	Equal variances not assumed			.409	50.123	.684	.11758	28727	-.45939	.69455
VAR00022	Equal variances assumed	.025	.875	-2.173	59	.034	-.45055	20730	-.86536	-.03574
	Equal variances not assumed			-2.219	57.443	.030	-.45055	20307	-.85712	-.04398
VAR00023	Equal variances assumed	.284	.596	.268	59	.790	.07582	28303	-.49051	.64216
	Equal variances not assumed			.267	53.060	.791	.07582	28436	-.49452	.64617
VAR00024	Equal variances assumed	1.862	.178	-2.197	59	.032	-.58132	26465	-1.11089	-.05175
	Equal variances not assumed			-2.232	56.810	.030	-.58132	26045	-1.10290	-.05974
VAR00025	Equal variances assumed	.526	.471	-1.158	59	.251	-.23626	20395	-.64436	.17183
	Equal variances not assumed			-1.173	56.277	.246	-.23626	20141	-.63969	.16716
VAR00026	Equal variances assumed	.726	.398	-.208	59	.836	-.05055	24359	-.53797	.43687
	Equal variances not assumed			-.203	49.762	.840	-.05055	24842	-.54958	.44849
VAR00027	Equal variances assumed	.075	.785	.184	59	.855	.04835	26287	-.47764	.57434
	Equal variances not assumed			.182	51.848	.856	.04835	26561	-.48467	.58137
VAR00028	Equal variances assumed	.008	.929	-1.254	59	.215	-.36703	29275	-.95283	.21876
	Equal variances not assumed			-1.251	53.613	.216	-.36703	29334	-.95525	.22119
VAR00029	Equal variances assumed	.002	.962	-1.951	59	.056	-.52967	27154	-1.07302	.01367
	Equal variances not assumed			-1.945	53.396	.057	-.52967	27238	-1.07590	.01656
VAR00030	Equal variances assumed	.303	.584	-.673	59	.504	-.19560	29064	-.77717	.38596
	Equal variances not assumed			-.660	49.667	.513	-.19560	29653	-.79131	.40010

According to the value analysis all the hypothesis are accepted except for 4th one with the value being 0.11 less than 0.05. Hence this hypothesis is rejected. Which is, whether there are equal opportunities for both the genders? Which does not exists according to the test. Hence that hypothesis is canceled. Else all the problems and causes were accepted through this study. So there is existence of gender discrimination

Findings of the Study

- There is a presence of gender discrimination throughout corporate culture.
- That gender discrimination is the main source of stress and it reduces job satisfaction also.



Conclusions:

From the statistical analysis presented above and the subsequent intensive discussions, the Study identifies the following as the most significant conclusions.

- The statistical analysis has revealed that females face gender discrimination behavior at their work place, both in public and private organizations. However, that biased behaviors was less in private organizations than in public organizations.
- Analysis showed a negative relation among GD and S&M; which means that gender discrimination resulted in low job satisfaction and motivation.
- Analysis indicate that gender discrimination was inversely proportional with commitment and enthusiasm, i.e., because of discrimination, women illustrate less commitment and enthusiasm for their job.
- A positive relation between gender discrimination and stress level was pointed out through statistical techniques; which indicate that more gender discrimination, higher will be the level of the stress.

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