

Gender Bias at Workplace: A study on Women on managerial positions

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Abstract

Talking about gender biasness at workplace has been a debatable issue, though its glimpses in organization is something witnessed in various companies and at various levels. Gender inequality in organizations is a process that can be apparently seen in organizational structures, processes, and practices. For women, some of the most harmful gender inequalities breathe within human resource practices of the company because all human resource practices affect the hiring, training, pay, and promotion of women.

In this research, a lot of statistics, research and interviews have been examined. Whilst some progress has been made over the past decades, several recent reports and surveys suggest that we have a fair way to go, to achieve gender parity. For example the ranking of India on 108th position in Gender Gap index is alarming. Furthermore, the recently published Gender Pay Gap Report figures in the UK highlight a stark gap in average pay between men and women, in many companies. To continue the awareness and dialogue on this topic, we also include practical steps for change, cross-cultural experiences and the contributions of dynamic female tech pioneers to inspire.

The research employing gender analysis was conducted in the Delhi NCR region where around 200 female employees in various companies have been a part of the sample study. The data was collected through questionnaire and interviews. A variety of correlates of sexual harassment and discrimination experiences were also examined. The findings suggest that some women do not perceive their working experience encountering any gender biasness, yet may experiences loss of opportunities, negative attitude effecting work environment and generating insecurity. Consequently, women's salary tends to be lower than that of men for the same job and the companies were still not responsive to the different needs of women and men. Accordingly, local government should supervise the companies to implement gender mainstreaming in the workplace, especially in the employees' career development and give rewards to companies implementing gender equality and otherwise give punishment to companies which have marginalized women in the workplace or report such cases.

Key words: gender, employment, bias, gap, women

Introduction

We are living in a male dominated society i.e. patriarchal society where men are the head of the family and their work is valued more than women. The system of patriarchy finds its validity and sanction in our religious beliefs, whether it is Hindu, Muslim or any other religion.

In a country like India people worship Goddess rather than respecting their own wife, daughters, sisters or even their mothers. People rejoice themselves with the birth of a boy in the family as he is presumed to be an asset to the family whereas with the birth of the girl is treated as a liability to the family and the society. Even today people find ways to abort girl child as a result the child sex ratio is declining.

Ministry of statistics and program implementation have compiled a report which shows that women employed in urban areas with a graduate or higher degree earn 24% less than their male colleagues.

On an average woman work one hour more than men, still they are paid less than men. The equal remuneration act 1992 provides that equal wages should be paid to equal work but in every field from school to office, from cinemas to field women are paid less for the same work. We are a society of people with double-standards as far as our attitude towards women is concerned; our thoughts and preaching are different than our actions. Literacy rate is low in women as compared to men. Parents prefer to spend their resources on boy's education rather than girls. There is sexual division of labour where the girls are supposed to look after house and children and do all household work where as men are supposed to work outside home. She is exploited, degraded, violated and discriminated both in our homes and in outside world and they are considered subordinate to men.

India has been ranked 108th in World Economic Forum (WEF) gender gap index, while recording improvement in wage equality for similar work and fully closing its tertiary education gender gap for the first time. Gender gap was measured across four key pillars -- economic opportunity, political empowerment, educational attainment, and health and survival. A study done in 2015 clearly states that if the participation of women labour increases only by 10% then it can add up to \$700 Billion to India's GDP by 2025. To remove gender bias in India we need to work on the following three basic pillars: Hiring women across roles, Equal Pay for Equal Work and Participation/ Representation in Leadership forums.

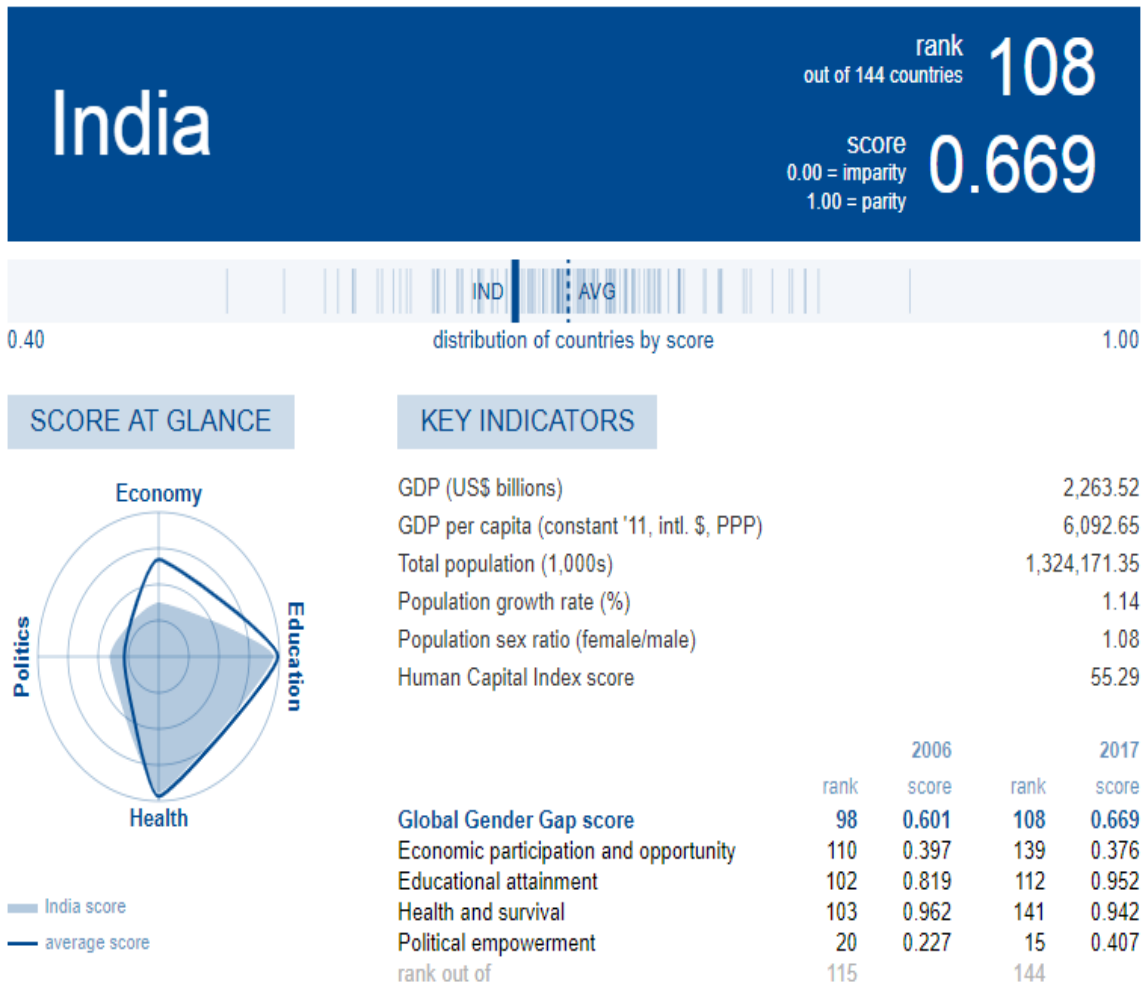
Out of these three gender bias pillars is more strongly seen in case of Hiring. As the statistics go 48.5% of India's population is women however only 28% are a part of the workforce. At the time of hiring it is more important to match the job requirement with candidates and not gender.

Although there is a gradual increase in women employees still surveys show 16% organisations still have no women on the board and 47% organizations still have not more than 5% women on board. A diversity in the decision making panel brings in a lot of diverse thoughts on the surface so that a creative, thriving and vibrant atmosphere is noticed across the workplace. Data shows that companies with diversity on the table perform 30% better than others.

Gender inequality is most commonly found at workplaces where males are preferred over females. Workplace gender equality can be accomplished only when both the sexes are able to enjoy the same rewards and privileges, resources and opportunities. India, along with many other countries worldwide have made progress in keeping women equal to men in the areas of education, jobs, Health. However, Gender gap in India still exists. When we talk about gender gap index, we find that there are many countries who top the chart in this regard. According to WEF's Global Gender Gap 2017, Iceland is the country which tops the chart being on the 1st position followed by Norway on the 2nd position, Finland on 3rd position, Rwanda on 4th position, Sweden on 5th position, Nicaragua on 6th, Slovenia at 7th position, Ireland on 8th position, New Zealand on 9th position and Philippines on 10th position.

Gender gap index is a tool designed to measure the rate of gender inequality among countries based on various parameters. If we look closely in fig 1 below, India ranks 108 out of 144 countries with a score of 0.669 i.e. eventually low in Gender Gap Index report 2017. Rank of India has dropped to 108 from 87th in 2016. The two main reasons for dropping of India's rank are:

- Health & Survival
India ranked 141 in this area because of the poor sex ratio at birth that indicates sons are preferred as compared to daughters.
- Economic Participation for Women
India ranked 139 in this area because women are expected to earn quarter income of what a man earns. A woman earns about 60% of what the men are earning being at the same position. It has been observed that around 13% of women are accounted as legislators, senior officials and managers.



Source: World Economic Forum.

Fig 1

SELECTED CONTEXTUAL DATA			
Workforce Participation	female	male	value
Non-discrimination laws, hiring women			yes
Youth not in employment or education	49.3	8.0	6.19
Unemployed adults	7.7	4.1	1.88
Discouraged job seekers	–	–	–
Workers in informal employment	70.3	75.7	0.93
High-skilled share of labour force	1.8	8.1	0.23
Workers employed part-time	–	–	–
Contributing family workers	31.5	10.3	3.05
Own-account workers	51.2	67.8	0.75
Work, minutes per day	536.6	442.3	1.21
Proportion of unpaid work per day	65.6	11.7	5.60
Economic Leadership	female	male	value
Law mandates equal pay			no
Advancement of women to leadership roles			² 0.64
Boards of publicly traded companies	11.4	88.6	0.13
Firms with female (co-)owners			0.12
Firms with female top managers			0.10
Employers	0.5	10.3	0.05
R&D personnel	14.7	85.3	0.17

Source: World Economic Forum.

Fig 2.

Review of Literature

Researches over the years have established that the gender inequality faced by women is not in monetary terms, where the organizations are being partial and providing better hierarchical positions to men. “Vertical Segregation” is seen as one on the aspect of this process, where women are generally excluded from positions of autonomy and authority. Females are generally separated into occupations that lack the chances of them practicing autonomy and supervisory authority. (Jaffee, 1989)

According to Cecilia Ridgeway, the transitions that maintain gender hierarchy over a change in the structural organization of jobs, is mediated by interactional process. Sex categorization is an insidious process because gender is implicit, situationally the background identity can be varied in importance, which act like a combination of work identities and improving their work performance. Interaction process contribute to the categorization jobs based on their gender.

(ridgeway, 2011)

In a research where situational and dispositional factors were tested to see whether these factors influence the nature of response. Individuals who are influenced by gender role status quo

discriminate female candidates during interviews when compared to the people who are more open-minded. The investigation was a combined effort to show gender biases through dispositional and situational approach along with political ideologies. (Hoyt, 2012)

Studies have also been conducted to know whether gender bias in labor markets affect macroeconomics basically to know whether economic growth rate is affected or not. After a research in the export oriented middle income semi- industrialized economies the result drawn was that there is seen a positive relation between gender wage inequality and growth because of the investments made and technological change and productivity growth. (Seguino, 2000)

The findings of several research state that college students mostly underestimate the potential existence of gender discrimination in the workplace. The employers should make sure that employees are aware about the realities of workplace discrimination and by acknowledging gender discrimination through policies, training and enforcement. It is believed that if students are prepared for the feasibility of gender discrimination they are mentally prepared for the consequences such as the negative effect of discrimination could be drop in one's self confidence, job satisfaction and career commitment. (Stephanie Sipe, Douglas Jonhson, Donna Fisher, 2009)

The costs of discrimination toward women in education and employment not only harm the women concerned but also impose a cost for the entire society. It is rightly said and proved that gender inequality in education and employment have a negative impact on reduction in fertility, child mortality and undernutrition. So, if we work towards reducing gender inequality in employment and education sector then we will also be working towards valuable development goals. (Stephan Klasen, Francesca Lamanna, 2009)

The reason for this examination is to report the psychosocial procedure engaged with the regard of gender oppression working women. Myths have been created where a working women compromises with the need of her children and family, or is not able to maintain a balance in their personal and professional lives. There has been a detailed study of 18 countries from 1994 to 2012 . It reflects upon how the beliefs about motherhood have played an important role in creating the gender structure in countries that promote gender equality. (Catherine Verniers, Jorge Vala, 2018)

The study studies gender issues like gender stereotype, gender discrimination and sexual harassment in Indian environment. With the help of a questionnaire data was collected and analysed. It creates a model of seven job-related factors and two individual factors which are important for the women employees in Indian origin. Gender is a socio-cultural aspect and institutions are the most important part of a culture. Gender, gender stereotypes and

organisational life are taken into account because of organisational analysis. (Neeraj Kaushik, Anita Sharma, Veerander Kumar Kaushik, 2014)

Analysing the managerial positions in the context of gender stereotypes and reporting that men have higher positions in the organisation when compared with women. The research concludes that still stereotypes are prevailing within the society as it was proved that women are not given proper opportunities. If the women gets to a higher position also then they face a lot of challenges one that is they are underestimated, women have a lot of responsibilities in the family which constraint them and men who are in higher positions are generally not cited to make the change within the organisation by appointing a women employee a senior position. (Bohuslava Mihalčová, Michal Pružinský, Barbora Gontkovičová, 2015)

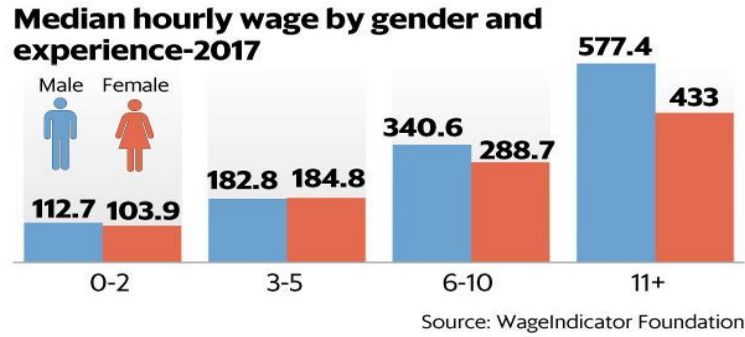
The study the connection between a female manager and gender based stereotypes. The principle discoveries show that the essential wellspring of moulding respondents' frames of mind is their own sexual orientation. Other individual attributes, for example, age, instruction, administrative experience, and working under a female chief appear not to measurably affect representatives' stereotypic dispositions toward ladies in the board. Besides, authoritative qualities, for example, the company's nationality, possession, segment, or division don't appear to give any wellspring of change in workers' frames of mind. (Mihail, 2006)

It is conceivable that political belief system is definitely not a steady factor inside work environment sex inclination. Political belief system is perplexing) and regularly hard to obviously characterize. While political belief systems don't appear to immovably influence work environment sexual orientation predisposition, ideally, this examination focuses future research toward a path that will confine such factors. (Henley, 2014)

Challenges women face in the corporate world

Gender pay gap in India

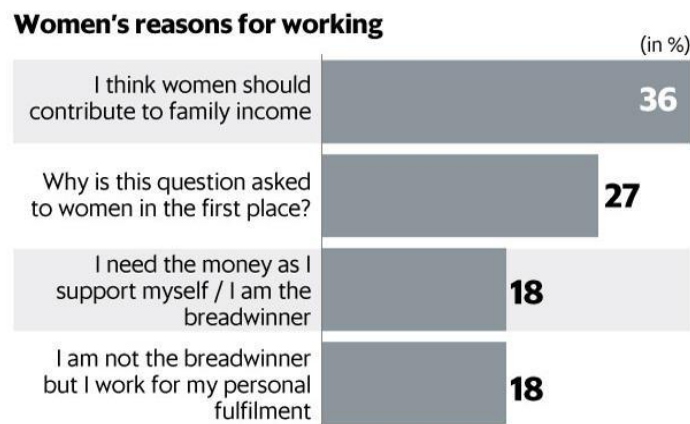
There is unequal distribution of pay that still takes place in the Multinational Corporations till now. Women are not paid fair wages & salaries as compared to men because some feel that women are not capable of working in the organisations as men. According to the Monster Salary Income 2017, it has been said that Indian women earn 20% less as compared to men in India. It has been seen that in 2017, men earned a median gross hourly salary of Rs. 231 whereas women earned Rs. 184.8. It has been stated that increase in work experience implies increase in gender pay gap.



Source: www.Livemint.com

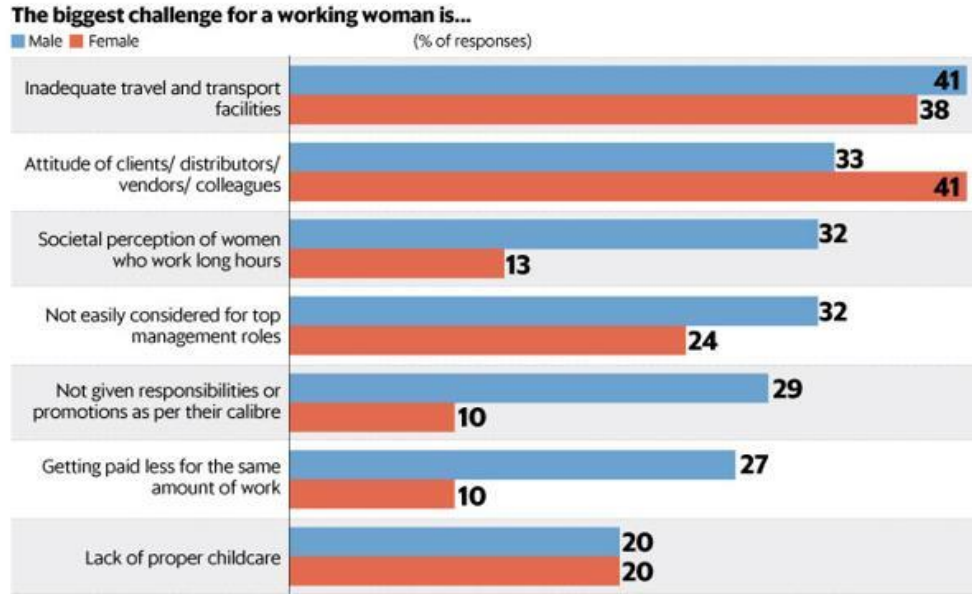
Fig 3.

From fig 3. it can be clearly observed that as experience is increasing, the median hourly wages are also increasing.



Source: www.livemint.com

The above survey was conducted by Monster India and it can be seen that the main reason of women working is that women think they must contribute to their family income whereas percentage of women working to support themselves or for personal fulfilment is less and constant.



Source: www.livemint.com

The biggest challenge for a working woman is the attitude of clients, distributors, vendors and colleagues towards her. It may be because people do not consider a woman working in the organization effective and efficient as men.

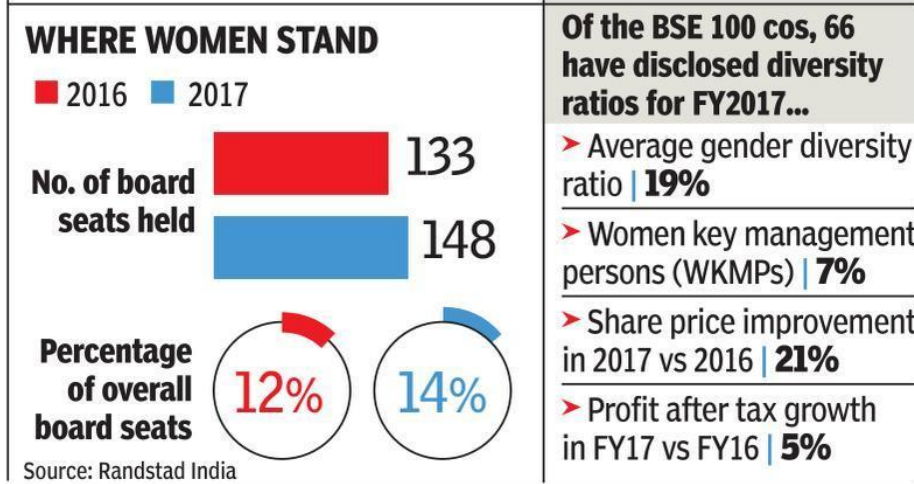
Glass Ceiling

Glass ceiling refers to the barrier in the organisations that restricts women to climb the ladder in the corporate world i.e. women are denied promotions to the respected positions such as vice president, CEO etc. In India, women are restricted to the advancements in their career.



Source: forbes

BATTLING GLASS CEILING



Source: times of india

Stats?

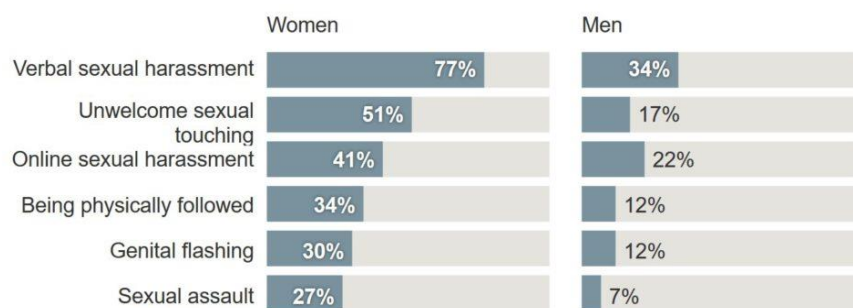
Sexual Harassment

Women have to face sexual harassment by their colleagues etc. Sexual harassment at workplace means bullying, teasing coercion of a sexual nature or the unwelcome or inappropriate promise of rewards in exchange for sexual favours. This is a major issue. Due to all these happenings, many women are now quitting their job just because they do not feel safe in their workplaces.

Research Methodology

What Happened, and to Whom

Percent who say they have experienced:



<http://www.stopstreetharassment.org/resources/2018-national-sexual-abuse-report/>

RESEARCH ANALYSIS

In this, a sample size of 60 people has been studied. The analysis has been done by SPSS Statistics version 23.

Table I : Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Are you a working woman?						
* Have you ever experienced gender inequality?	60	100.0%	0	0.0%	60	100.0%

The following table gives us an indication of the number and percentage of missing scores in our dataset of selected sample. From the given table it has been seen that no scores in our dataset are missing and we are considering all 60 participants when making judgments about the association between the two variables.

Table 2 Working woman * Experienced gender inequality? Cross tabulation

			Have you ever experienced gender inequality?		Total
			Yes	No	
Are you a working woman? Yes	Count	19	10	29	
	Expected Count	15.0	14.0	29.0	
	% within Have you ever experienced gender inequality?	61.3%	34.5%	48.3%	
No	Count	12	19	31	
	Expected Count	16.0	15.0	31.0	
	% within Have you ever experienced gender inequality?	38.7%	65.5%	51.7%	
Total	Count	31	29	60	
	Expected Count	31.0	29.0	60.0	
	% within Have you ever experienced gender inequality?	100.0%	100.0%	100.0%	

Number of participants we would expect to find in this combination if the null hypothesis was true. i.e. if the distribution of frequencies was completely random. As seen from the table above 61.3% of working woman have experienced gender inequality and 34.5% of working woman are not facing any gender inequality whereas in reverse 38.7% of non-working woman have experienced gender inequality and 65.5 % of working woman are not facing any gender inequality.

Since we are testing the hypothesis, if there is any significant difference between the percentages. And since we observed that there is a difference which indicates that there is an association between the working woman and experienced gender inequality. And for this purpose by applying chi square test we obtained the given results which are given in table 3

Table 3 Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	4.312 ^a	1	.038		
Continuity Correction ^b	3.305	1	.069		
Likelihood Ratio	4.367	1	.037		
Fisher's Exact Test				.044	.034
Linear-by-Linear Association	4.240	1	.039		
N of Valid Cases	60				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 14.02.

b. Computed only for a 2x2 table

From the above table the value of chi square is 4.312 with 1 degrees of freedom which is significant at the $p < 0.001$ level. And therefore our null hypothesis is accepted and concluded that working woman are facing and experiencing the gender inequality.

CONCLUSION

Through the above analysis, it is concluded that yes, working women are facing gender inequality at workplaces but it has also been seen that the non- working women are also facing gender inequality more than what working women are facing. This can be highly relatable as working women are bolder and stronger in terms of taking steps against injustice so in turn they do not face much of gender discrimination. Whereas, if we look at non- working women, they are not that bold to take step against injustice happening to them and this is the reason why non-working women are more prone to gender discrimination than working women.

Recommendations

- 1) *Women should be treated equally as men. People should not consider a girl child to be a burden on a family.*
- 2) *Women should be given time to prove themselves.*
- 3) *Women should not only be restricted to their houses but should be given an opportunity to go and work outside.*

4) *Parents must educate a girl child minimum upto the age of 14 years. This is the least education which must be provided to a girl.*

5) *In case of dowry, if any male's family ask for dowry from the bride's family then the family can file an FIR against the male's family. Same goes for domestic violence and other crimes too.*

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