# Gender Issues – Proposing new Paradigms

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# Contents

# 1 Introduction

## 1.1 Introduction

The advent of the 20th century heralds the entry of women into the professional world. Organizations have already initiated the transition to a multi-gender workplace environment through the formation of appropriate policies. However, the fact that gender issues do exist in organizations is a reality. Gary N. Powell and Laura M. Graves (2003), mention that people have always had strong beliefs of fundamental differences in the competencies and capabilities of men and women. They argue that such biases are a universal phenomenon, and are also manifest in research and get propagated through media. Hence it is but obvious that such biases have created a major impact on individuals within organizations.

A healthy work environment is a pre-requisite for employee satisfaction and thereby for high productivity. Add to it the rapid growth of the economy and the increasing number of women employees across sectors. Creation of professional work environment, encompassing both gender equality and equity is today the mantra followed by organizations.

Interestingly research proves (Carlson, Kacmar, Whitten 2006)) that many of the gender issues exist primarily in our perceptions. Possibly the society has perceptions of the roles and expected behaviour of men and women in organizations and society. While on one side we have perceptions, on the other there are also real gender issues like sexual harassment, which organizations have either already addressed or are in the process of addressing through their gender policies.

We believe that any policy formation in the context of gender issues should necessarily encompass the salient points of perceptions and different perspectives. Our study is an attempt to identify the various gender issues faced by both women

and men in organizations. We have tried and identified issues existing in reality, in perceptions of individuals and also those arising due to differences in perspectives. Through interaction with employees of various organizations, we try to capture employee perceptions In the process of collating perceptions, as specified by men and women, we identified various gender related problems faced by employees within organizations.

In our paper we study existing policies to learn how gender related issues are handled in different organizations and if policies don't exist then make recommendations to make the environment a gender friendly. The major drive of this study is to increase awareness of the gender issues amongst various organizations, to seek support from the employees to handle issues more effectively, and to suggest possible policy changes to enhance gender equity and equality in organizations.

To the best of our knowledge, this study is the first of its kind in India, which keeps the concept of perceptions and perspectives in context while identifying issues both for men and women in organizations.

# 2  Literature Review

Before we go forward, it would be worthwhile to see how "gender" is defined. Gender is a system of social practices within society that constitutes people as different in socially significant ways and organizes relations of inequality on the basis of the difference (Ridgeway & Smith-Lovin 1999). Most studies and societies define gender on the basis of sex but they fail to overlook gender from the viewpoint of psychology, society, behaviourism, interaction and traits (Pearson & Cooks 1994). According to Bem (1974), gender should be defined more in terms of masculine & feminine rather than male and female. This is because traits associated with "masculine" (e.g. leadership and assertiveness) and "feminine" (e.g. warmth and emotionality) are common to both men and women. If this argument is extended further and communicated across organizations and societies then the very difference of men vs. women would minimize. While comparing men and women in organizational context the focus should not be on just biological difference; rather the comparison should cover behavioural and psychological differences mainly.

One of the main issues that most working women face is the need to strike a proper balance between work and life. In general, it is usually the woman who is expected to move to her spouse's place of work. Also, in terms of networking, women are more likely to know their husband's work ties than men knowing their wife's work network (Fischer & Oliker 1983). Campbell (1988) argues that children and geo-mobility had a much bigger impact on a woman's social and professional network than in the case of man.

Ridgeway and Smith-Lovin (1999) further add that boys and girls form same sex groups in their childhood. Therefore they remain gender homophilous to a large extent into their adulthood. This is one of the reasons for some of differences

between the two sexes. Also, it's still not uncommon in many countries to associate higher status and competence with men than with women (Broverman et al 1972, Williams & Best 1990). It is also generalized that women are more likely to engage in conflict and men are likely to avoid conflict (Christensen, 1988, Gottman, 1994). This has implications in assigning roles in organizations. Also this affects the reporting relationship that exists between employees with different gender.

The expectation states theory (Berger et al 1977, Carli 1991, Ridgeway 1993, Wagner & Berger 1997) is one of the major accounts of gender inequality among formal peers. The expectations state theory states that actors use cultural beliefs about the status implications of their distinguishing characteristics to organize interaction in goal-oriented settings (Berger et al 1977). It further states that gender becomes salient in a setting when it either differentiates the actors or is culturally linked to the task at hand. Therefore, gender status beliefs shape performance expectations and thus create a power and prestige order among men and women in a setting (Lockheed 1985, Wagner & Berger 1977, Wood & Karten 1986). It also predicts that men are more influential in a mixed sex group, they participate more, are more assertive and less likely/inclined to agree with similar women. This theory provides a good account of gender-organized behaviours in tasks that include participation, influence, emergent leadership etc. There is also considerable literature on meanings associated with gender identities. One of the many perspectives in this area is the structural symbolic interactionist perspective (Stryker 1980, Burke & Tully 1977). This perspective sees identities as a set of cultural meanings. Individuals learn these meanings through a variety of mechanisms like interaction behaviours, people's emotional reactions etc.

Taking this discussion forward, few of the questions that need further research are:

- Does any difference exist in the expectation of behaviour, effort, etc between men and women at work?

- Are the existing gender related policies in organizations comprehensive enough to deal with existing issues and also possible new issues, which arise as the society evolves?

- How should organizations address issues like stereotyping, which have their roots in the culture and society of the region?

# 3  Gender Study

## 3.1    Study Introduction

The basic aim of this study is to identify gender issues, if any, which are prevalent in organizations and to understand best practices, followed by these organizations.

This study is divided into 3 steps, viz.

1.  Pilot Study
2.  Focus Group Discussions
3.  Survey

The pilot study is conducted for the preliminary identification of the gender issues existing at various levels in organizations and then categorization. Also some of the best practices are identified.

This is followed by the Focus Group Discussions (FGDs). The FGDs necessarily include individuals from the same professional field and also of the same sex. This is because the FGDs are aimed at providing an open forum wherein all relevant issues surface. The same sex restriction ensures that there are no inhibitions while bringing out or discussing gender related issues. The FGDs have a moderator, who directs the discussions. There is also a record keeper, who keeps record of all the points discussed. All the discussions are audio recorded.

The survey provides an exploratory mechanism to confirm the findings of the previous two steps, and also explore new issues. The survey is done through a questionnaire. Questionnaire was designed keeping various parameters pertaining to gender issues in view. The parameters are identified by several

groups of questions and by plotting the responses graphically to identify trends and frequency of responses.

The strength of this study lies in three-fold approach of a pilot study, focus group discussions (FGDs) and questionnaire survey. The pilot study helps in establishing first set of relevant issues and their broad categorization. The FGD further enhances the meaning of these issues and tries to filter them into actuals & perceptions. Finally the survey not only makes the study more robust but also helps in creating a deeper understanding of these issues from multiple perspectives. The survey complements the results of both the pilot study and FGDs.

### 3.2    Data Sources

1. Pilot Study: A group discussion of people with 10 men and 10 women (minimum 5 years of work experience) belonging to various private sector companies
2. Focus Group Discussions –
    a. FGD 1: 10 Men from various Public Sector companies and in the development sector (average work experience: 10 years)
    b. FGD 2: 10 Women from Pharmaceutical with work experience majorly in the field of Marketing but still at various levels
    c. FGD 3: 10 men from the IT Sector belonging to various levels in their organization
    d. FGD 4: 10 women from the IT Sector belonging to various levels in their organization.
3. Survey: A questionnaire, containing both multiple choice and open ended questions, is electronically distributed to employees of various organizations belonging to the sectors of IT, Retail, Media, and Social Work. The sample size here is 40 with 24 men and 16 women.

### 3.3 Findings

The findings clearly reflect that gender issues in organizations exist in reality and in perceptions. However, there is also evidence of increasing recognition of the fact that both men and women have similar skill sets. Therefore a multi-sex workforce is a definite reality for organizations of today.

### 3.3.1 Pilot Study

Two different discussions were conducted; one for women and one for men, so as to capture the differing perspectives of men and women.

The key findings from the men's discussion are:

- During promotions, organizations favour women in order to get more women in higher management roles
- This inequality is partly to emphasize on the supposed importance given to gender equality/sensitivity in the organization
- Performance appraisals also see women getting an upper hand than their male counterparts
- Women have it easier to get leaves and in the process, many a time the study deliverables suffer
- Men are expected never to fall ill or take leave and give more than 100% to their work
- Men usually find it difficult to report to a woman boss
- In teams, usually the interaction between men and women is more at a formal and hence somewhat distant level

From the women's perspectives, following are the gender issues in organizations:

- Women are continuously monitored and hence have to prove themselves again and again to maintain a status of equality with their male counterparts
- Women are expected to maintain their work life balance efficiently and little consideration is given by male counterparts in this aspect

- Organizations and men have preconceived notions of women and their behaviour in an organizational context
- Many a times men are too sympathetic to women
- Men have problems reporting to women superiors
- Maintaining one's personal space is a problem, especially for women
- Women are generally not comfortable with the kind of language used by men, and hence there is some kind of a distance in communication

Many of these findings can be classified into perceptions, reality and expectations. However, some of them are a part of both perceptions and reality. For e.g. Men being uncomfortable reporting to female superiors is a reality in many instances. However, due to these many instances, there is a generalized perception that most men find it difficult to report to women superiors.

### 3.3.2 Focus Group Discussions
We have differentiated the findings into perceptions and reality (Appendix 1).

Some of the key findings are
- There is an increasing acceptance of the fact that both men and women are key resources in an organization
- The expectations from both are similar. This is largely due to the nature of the industry, wherein both men and women are equally equipped with the requisite skill set to deliver
- Men find it difficult to report to women superiors
- Women always have to make a compromise in the balancing act between home and work
- The performance of women is hyped and over gender sensitisation taking place

- There is a level of stereotyping happening for women employees organizations are creating support systems for women employees, and also for men (For e.g. some organizations have paternal leave policy).

### 3.3.3  Questionnaire Survey

The questionnaire (Exhibit 1) was designed keeping in mind the following objectives:
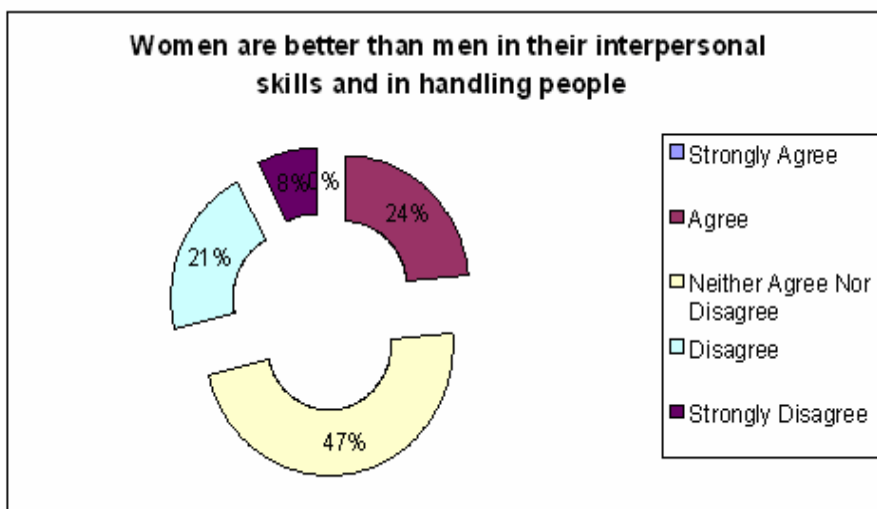
- Confirming the findings of the FGDs and the Pilot Study
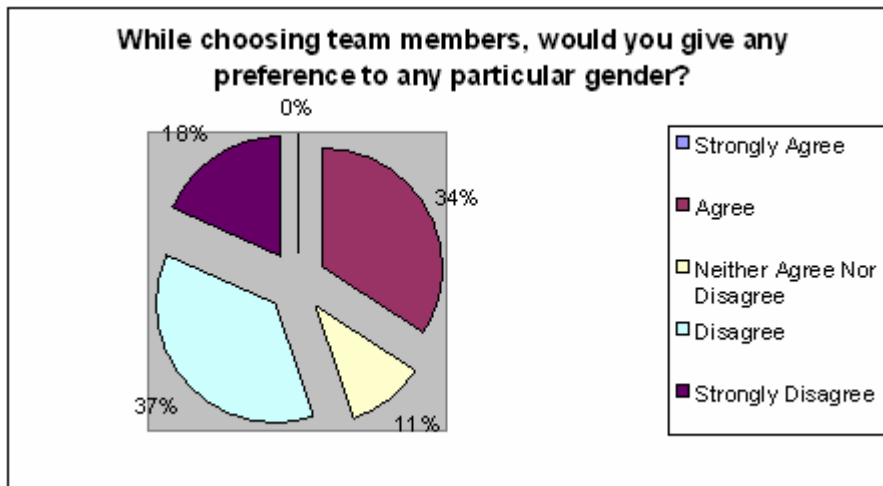- Identifying issues which might have been missed in the FGDs, through open ended questions
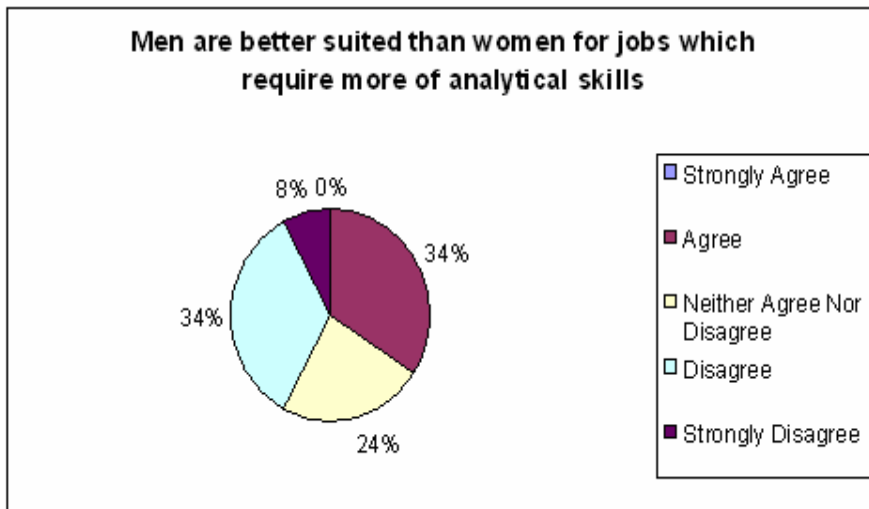- Forming a quantitative basis for the study which will aid in suggesting recommendations

The key inferences are –

- Most men feel that they are required to put in more work hours than women. Some of the women also subscribe to this but in general women feel that this is not true
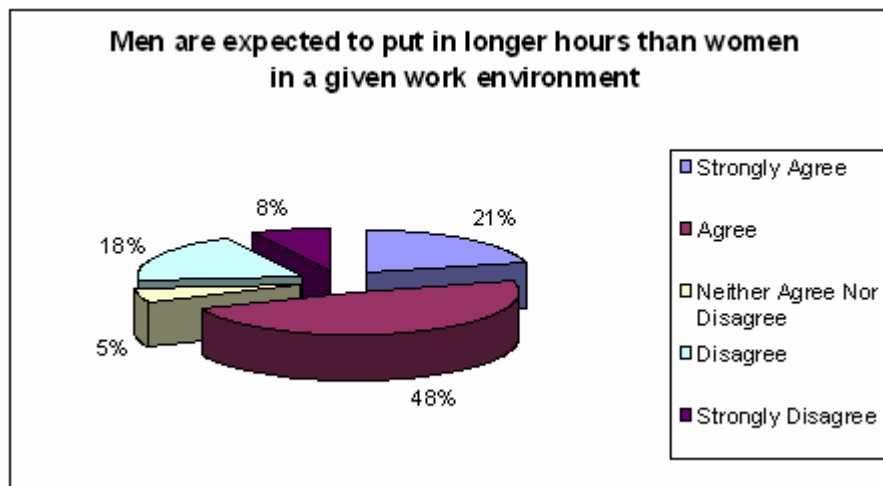
- There is a general consensus that the difference in skill set of men and women, especially in sectors like IT, Retail, Media and Social work no longer holds and organizations are aware of this changing trend. This helps in fair allocation of work assignments. But some factors like marriage, conception do impact or reinforce the existing perceptions on many occasions



**While choosing team members, would you give any preference to any particular gender?**

- Strongly Agree
- Agree
- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

0%
18%
34%
37%
11%



**Women are better than men in their interpersonal skills and in handling people**

- Strongly Agree
- Agree
- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

8% 0%
24%
47%
21%

Men are better suited than women for jobs which require more of analytical skills

- **A large percentage of employees believe that parameters like pregnancy, place of spouse affect in judging a woman candidate. This adversely affects the job assignment and also the amount of dependency that is created on the woman**



While interviewing a woman, parameters like marriage, pregnancy, etc influence your judgement
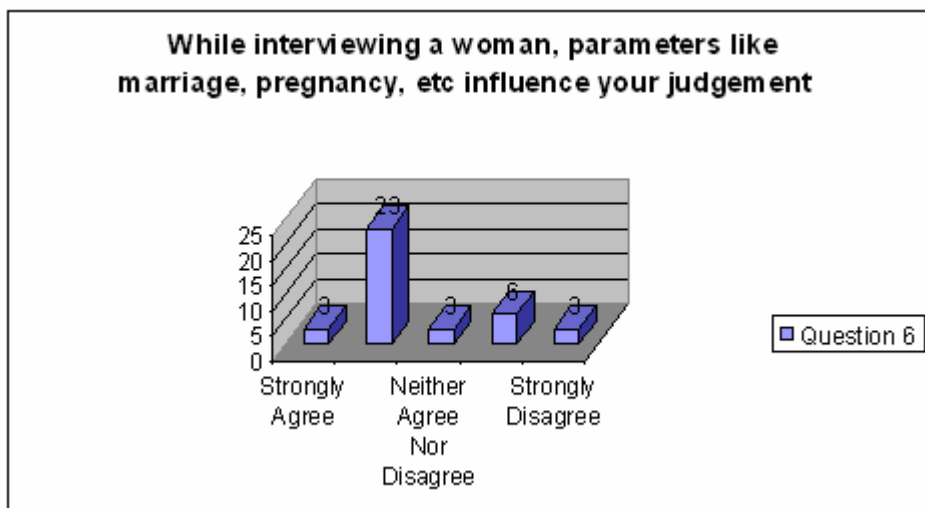
- As the profile of families i.e. both husband and wife being employed members is increasing, paternal leave is being perceived as extremely important by both the genders
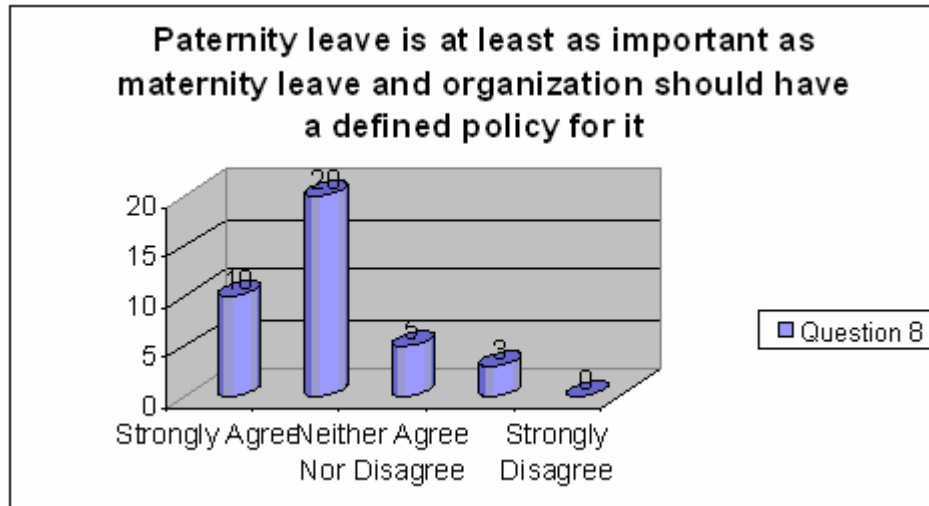


- Both the genders believe that women are stereotyped in any organization and this creates problem at all stages in organization like recruitment, job assignment, appraisal, promotion, etc

Women are generally stereotyped in organizations
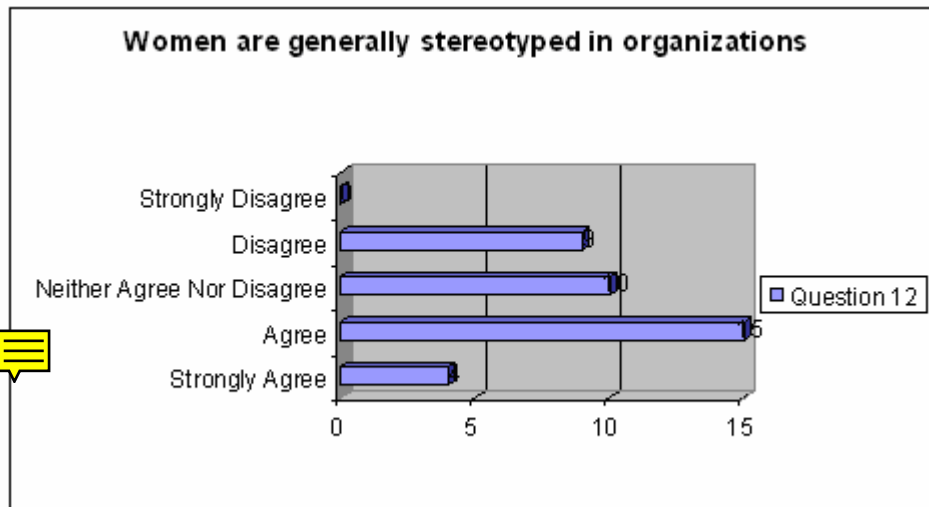
- Even though organizations have a support system for women, people still believe that there is scope for improvement and also efforts are required in ensuring a fair implementation of the same. But on the other hand, people also believe that most gender issue exists due to over hype of gender sensitisation



In organization nowadays, there already exists a good support system for women
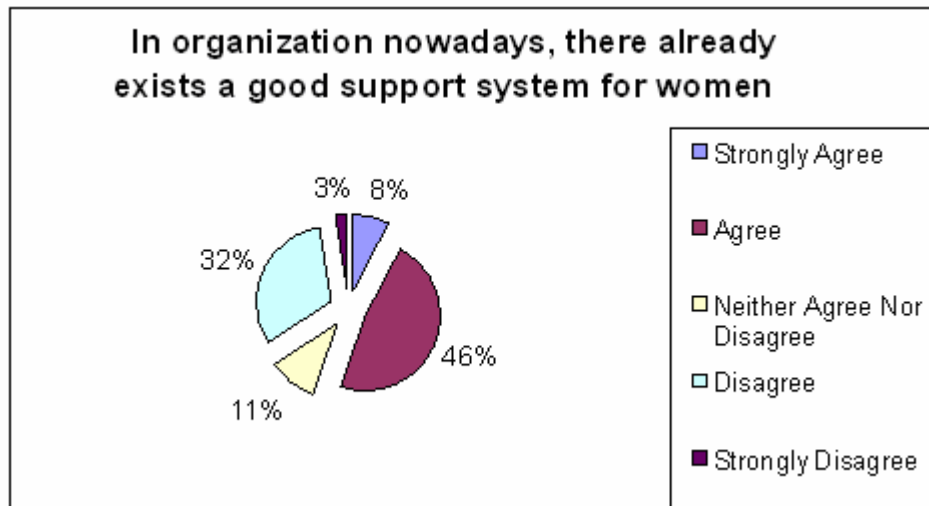
- Men perceive that women are at an advantage during performance appraisals but women defy this argument
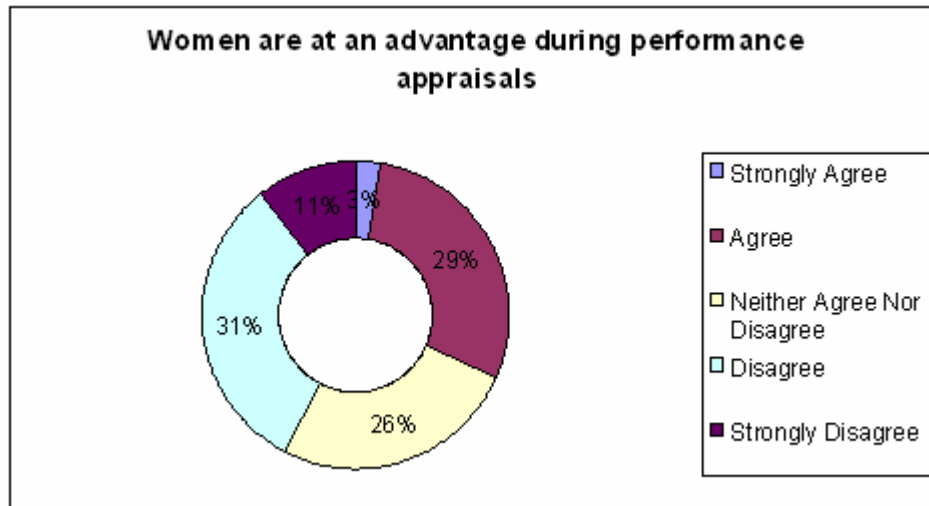


- The comfort level in working under a lady boss depends on individual biases and past experiences
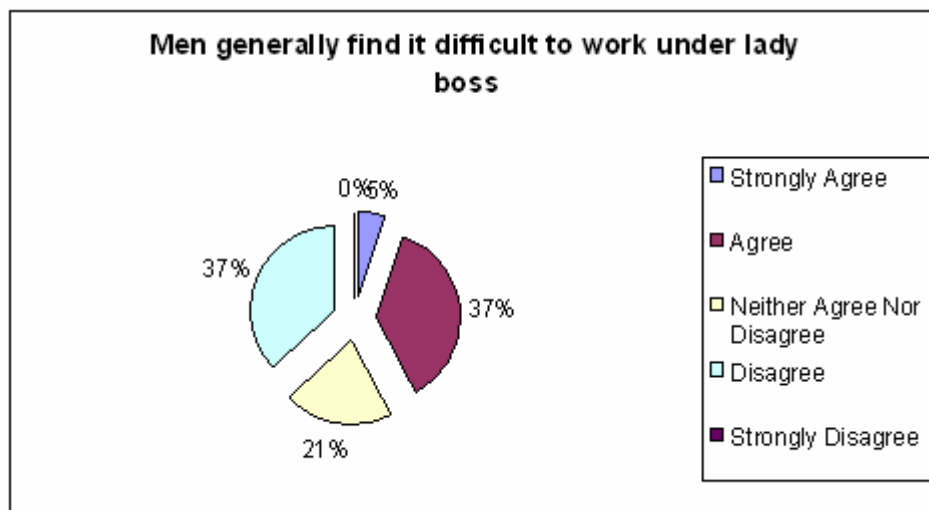


The key findings from the open-ended questions of the survey are:

- In recruitment and other organizational decisions, competence and commitment plays the most important role, not gender

- There is recognition of the fact that men are better suited for some functions (field work) and women for others (official work). However there are many opposing views on this issue
- The issue of men finding it difficult to work under women bosses, is generally attributed to men's ego or the general patriarchal nature of our society

### 3.3.4 Best Practices

Some of the best practices indentified through this study are:

- Having a definite anti sexual harassment policy, which is communicated to every new recruit, and no leeway given to anyone found to fault on that
- Paternity leave
- Work from home facility for both men and women
- Flexible timings wherein one can leave for some time and come back later to complete one's responsibilities (very helpful for working mothers)
- A women's forum which organizes regular talks etc
- Instant and prompt communication on any new initiatives, changes in policy etc by electronic medium
- A readily available database of all policies, measures etc which any employee can access at any time

### 3.4 Key Measures

The key measures identify the extent to which the survey results match with the initial study findings. These measures give an idea of the extent of seriousness of the issues and what can be the possible managerial implications of the same in organizational context. The various key measures that are identified are as follows –

- Expectation at work –

  It tests the expectation differences that exist between men and women. It informs the management the extent of gender bias that exists and is absolutely essential in the way work is allocated to both the genders.

- Suitability for an assignment –

  This measure tries to predict whether any factors or perceptions play a role in the way assignments are allocated to man or a woman. This will help the management in ensuring that fair means are used in allocating projects and no gender biases are involved.

- Policy focus –

  Policy focus determines the way in which organizations are forming their policies and are ensuring that right steps are taken to address the issue of gender. This measure tries to capture not only whether a new policy is to be initiated or not but also tries to question the very basic fundamental of pursuing the gender sensitisation program.

- Perception & Bias –

  This determines the perception issues i.e. the way a man perceives a woman and vice versa. It also tells what biases exists amongst the different genders. This measure is extremely important so as to design good communication campaigns and programs that can help in minimizing the gender differences.

| Key Measures | Questions | | | |
|---|---|---|---|---|
| Expectation at work | Men are expected to put in longer hours than women in a given work environment | Men are better suited than women for jobs which require more of analytical skill | > Men are more competent than women (in finishing their work and also of quality of work) than women in an organizational environment. | Women are at an advantage during performance appraisals |
| Suitability for an assignment | While choosing team members, would you give any preference to any particular gender | Women are better than men in their interpersonal skills and in handling people | > While interviewing a woman, parameters like marriage, pregnancy, location of spouse etc influence your judgment | |
| Policy Focus | Paternity leave is at least as important as maternity leave and organizations should have a defined policy for it | In organizations nowadays, there already exists a good support system for women | Organizations today are overflowing with gender sensitization | |
| Perception & Bias | Women are better than men in their interpersonal skills and in handling people | In a work environment, women are more disciplined and more focused than men | Women are generally stereotyped in organizations | Women are at an advantage during performance appraisals |

# 4 Conclusion & Recommendations

## 4.1 Conclusion

The results of our study, to a large extent, conform to the existing literature in this field. Issues such as women need to balance or compromise between work and life (Habtu and Popovic, 2006) the patriarchal nature of the society leading to men finding it difficult to take orders from women (Powell & Graves 2003)) do exist and influence the working of teams and also the behaviour of the individuals involved.

However, there is almost unanimous consent on the fact that, in a professional environment, the most important driver for success is competence (Powell & Graves, 2003). This represents the changing face of the industry, wherein there is increasing acceptance of women as a valuable resource.

But then, issues do exist between men and women, many a time in perceptions, and also many a time in reality. A significant number of managers still give considerable importance to gender in choosing team members. This is due to a difference in perceptions of the skill set of women and men (Reskin, 1988). Men are perceived to be better suited for jobs requiring a high degree of analytical skills. Selection of women members generally brings forward considerations of their marriage, pregnancy etc. Another important aspect is of stereotypes, which is significantly pronounced in terms of women. Most employees also find the existing support system for women in organizations inadequate. There is also a high degree of consent on requirement of definite policies on gender equality issues like paternal leave.

Organizations have recognized the importance of gender equity and are working towards creating an environment for addressing these issues effectively, but there is still a lot of work to be done.

## 4.2    Recommendations

As per the findings of our study, we make the following recommendations to the policy makers:

- Formulation of an effective paternal leave policy
- Formation of mixed sex forums wherein there is open discussion on issues arising due to gender
- Introduction of flexi timings and provision of opportunities to work from home in the organizations. Give the employees the option of exercising these facilities. This will especially help women maintaining work life balance It will also help men with working spouses.
- Educate employees through communication campaigns/ drives.
- Document the specific skill set requirements for recruitment / assignment of individuals for different functions. Use this as a benchmark to identify competent individuals for these functions, irrespective of gender. Also communicate this procedure across the organization

While we have argued the need for implementation of gender friendly policies, we will also voice a word of caution, There are many organizations which have a healthy mix of both men and women employees and also a commendable set of gender sensitivity policies. However, care much be taken to not over-emphasize gender sensitivity as there is a possibility that latent gender differences may start manifesting themselves in the form of gender issues

# 5 Exhibits, Appendix & References

## 5.1    Exhibits

Exhibit 1 – Gender Survey Questionnaire

**Please tick wherever applicable**
Q. 1> Men are expected to put in longer hours than women in a given work environment
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.2> While choosing team members, would you give any preference to any particular gender?
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.3> In the above question, if your answer is a or b, please specify which gender and why?

Q.4> Women are better than men in their interpersonal skills and in handling people

   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree
Q.5> Men are better suited than women for jobs which require more of analytical skill

   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree
Q.6> While interviewing a woman, parameters like marriage, pregnancy, location of spouse etc influence your judgment.

   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.7> In the previous question, if you have any other factors which influence your recruitment decision for women, please do enumerate them. Also enumerate a top 3 ranking of the factors, which influence your decision most.
Q.8> Paternity leave is at least as important as maternity leave and organizations should have a defined policy for it?
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.9> Men are more competent than women (in finishing their work and also of quality of work) than women in an organizational environment.
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.10> In a work environment, women are more disciplined and more focused than men?
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.11> In organizations nowadays, there already exists a good support system for women
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.12> Women are generally stereotyped in organizations
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.13> Organizations today are overflowing with gender sensitization
   a.    Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q.14> Women are at an advantage during performance appraisals.
  a.  Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q. 15> If you agree to above question, please enumerate what kind of advantage and what are reasons for this?

Q.16> Men generally find it difficult to work under lady boss?
  a.  Strongly Agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly Disagree

Q. 17> If yes, why?

Q. 18> If you are not satisfied with the support system for women in your organization, please mention the shortcomings and how it can improve.

Q.19> Please mention the stereotypes associated with women in organizations. Also mention any stereotypes associated with men in organizations.

Q.20> Any other specific gender related issue that you feel both men and women face in organization?

Q.21> Any best practice or policy that your organization has implemented to address any gender specific issue?

**General Questions –**
Name –
Sex –
Age –
Organization –
Designation –

## 5.2 Appendix

Appendix 1 - Gender Issues – FGD's

| | Perceptions | Actual |
|---|---|---|
| **FGD 1** | · Getting same output from a female employee is difficult<br>· Females are more disciplined and more focused<br>· Women might take advantage of excess care initiatives<br>· Stereotyping is more towards women rather than men<br>· Since physically and biologically men and women are different, hence different set of work & studys are allocated to the respective gender<br>· Overflow of gender sensitization may lead to shift of focus from organizational objective to gender objective<br>· When 2 women are talking, the usual perception is that they are gossiping<br>· Women are generally interested in state headquarter postings so as to avoid travelling<br>· Skillset of the genders is different and hence creating gender specific job may be important<br>· Women better with people<br>· In routine work women are better but in unforeseen situations they may not be<br>· Men are appraised on objective data whereas women are appraised on subjective data<br>· On equal performance, women are appraised more than men<br>· Men and women are equal but not identical<br>· If the gap between no. of men and women reduces then most of the gender issues will be resolved<br>· Men and women are equal in terms of law but not in terms of equity | · The society is creating support systems so as to incorporate women in various organizations<br>· Rules are made keeping men in mind especially in fields like Military<br>· Usually it's easier to lash out at a man than a woman<br>· Allocating a female employee to a male dominated project might create initial problems for her<br>· Ladies are competent but support & infrastructure is not enough<br>· Women come earlier to office and they start & plan their work better<br>· Sometimes organizations induct ladies in a hurry to project good HR practices but without any formal policies in place, they may face problems<br>· Pregnancy leads to loss of productivity<br>· As a boss, certain people don't want females in their teams<br>· It's easier for men to make carrier choices than women |
| **FGD 2** | · Girls can join International division because taboo that girls cant travel is over<br>· General perception that girls are more loyal<br>· General perception that girls are more responsible<br>· Women are more disciplined and dignified, probably because<br>o the Women doesn't want things to be pointed like "She is a lady therefore" and<br>o also because they try to finish their work as soon as possible as they have to reach their family<br>· To reduce attrition more girls are recruited since long relationships are established<br>· Generally organization prefers receptionist to be ladies<br>· The perception of being more responsible leads to 2 situations<br>o If the lady is a boss, already there are high expectations; in general many men find it difficult to work under women (This problem is much lesser in metros)<br>o As a subordinate, the women again has to put in more effort as expected<br>· Men still think whether or not women colleagues will be able to carry themselves on all occasions<br>· Compromise is always by the women<br>· No real contribution has been done by Organizations in increasing no. of women in organization but it's the initiative by Women themselves<br>· Men generally have a superiority complex that they have to outperform the wo<br>· Guys feel uncomfortable in a majority team<br>· A couple in a company, the wife outperforming the husband can lead to famil<br>· Given a choice a higher responsibility job would be given to a Woman | · Sticking to organization depends on liking of work<br>· But also girl has to see where family stays<br>· No real difference in work timings and one has to sit in office till work is over<br>· Work time policy is generic across gender<br>· Compromise is at a home level because ladies never shirk work (Perception of Girls)<br>· Ladies are well aware that a demanding job would require a compromise on the life front as they want to be highly dedicated to their professional work<br>· Women understand that even Men have families and hence both should be equally treated<br>· Organizations have recognized the usefulness of ladies and based on their performance if they feel certain privileges need to be given especially during maternity then they happily extend the same<br>· Organizations recognize that paternal responsibilities are lesser than maternal responsibilities and hence not many paternal incentives are given to men<br>· In the Past –<br>o Ladies have to face many issues<br>o Empathy did not exist<br>o Women had to work 1.5 to 2 times harder to prove their worth |

| | | |
|---|---|---|
| **FGD 3** | · In teams women have buffers with respect to timings, work pressure, etc<br>· Guys generally don't refer female employees for job | · Women face issues especially related to Onsite assignments and spouse locations<br>· Laxity is there towards female and discounts are given to girls<br>· Clear distinction between a married and unmarried man, bachelors like is screwed because he is taken for granted, timings are pathetic for him<br>· Girls not invited to night shifts due to various live incidents<br>· In manufacturing women are less because it involves dealing with people on the shop floor who are generally less educated and of lower strata and who are generally gender insensitive<br>· When interviewing a girl, people get skeptical especially due to issues such as marriage, transfer, etc |
| **FGD 4** | · Work has to be finished and time is immaterial and in this case men and women are equal<br>· Amount of time that is put in work is more important especially in case of women<br>· Expectations are equal for both men and women<br>· Women are given roles where Human issues are more since the perception is that Women can understand and handle human issues better<br>· At time of crisis the equality reduces<br>· Since market is saturated and talent is scarce, organizations are looking for the huge untapped women potential to serve in the organizations<br>· It's easy to relocate a Man rather than a Woman<br>· If a female is a good performer, she is perceived to be a threat<br>· Men think women want "Let them rise" | increasing and hence the gap between the genders is slowly but still closing ; For Patni its slowly reducing but for TCS it is fast<br>· Girl is very conscious in work and society<br>· Behavior of both men and women depends on the support system provided by the organization<br>· Context and geography too is necessary in the behavior of individuals<br>· Female employees need extra support system so that they can work to their fullest extent<br>· Higher up the positions, the amount and responsibility of work increases and hence women leave the organizations thereby skewing the Gender ratio higher up the hierarchy (Statistics : According to one of the HR, out of 27% of women only 10% moved up higher in hierarchy)<br>· Most men do not share home responsibilities with Women<br>· Certain privileges are given to specific genders<br>· Gender difference is taken into consideration when allocating assignments that involve relocation<br>· Women's Café is a definite NO, but if a proper meaning is attached to it then it can be thought of to implement<br>· Communication of policy is very important and o<br>· Barriers are industry specific |

## 5.3    References

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