

**EMPLOYEES PERCEPTION TOWARDS TALENT  
MANAGEMENT OF ORGANIZATION: A STUDY OF  
GENDER EQUALITY AT WORKPLACE**

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**Abstract:** Gender equality is a very complex and diversified issue due to its relevance in every sphere of the existence. India ranks 130th amongst 188 countries in Human Development Index and 127th among 146 countries in Gender Inequality Index of UNDP's Human Development Report 2015. Whether it is about earning bread or about raising family, there has always been an inequality around distribution of roles and responsibilities between males and females in India. This inequality and equality has been a matter of concern for the researchers all around the world. This paper tries to examine the existence of Gender equality at workplace. To keep abreast of the latest strategies in emerging markets and also as a part of their Corporate Social Responsibility, organizations these days are contributing positively towards making the position of women workers better at their workplace. The study focuses on gender based talent acquisition and retention practices prevalent in organizations based in Delhi NCR region. For this purpose, a plethora of researches have been studied. The research shows an optimistic future in the light of gender sensitive patterns of talent acquisition and retention practices in the organizations.

**Index Terms:** Gender Equality, Gender Inequality, Gender Diversity, Talent Acquisition, Talent Retention, Corporate Social Responsibility

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## I. INTRODUCTION

Recognizing and respecting the workforce diversity keeps an organization aligned with turbulent business environment. As a part of organizations' corporate social responsibilities, companies these days have been taking parts in developing a diversified workforce. It has been very challenging for organizations amid cut-throat competition and globalization to develop an environment where talent could be easily attracted and retained. Due to globalization and opening up of the economy, India has been getting a lot of attention from multinational corporations and various countries. The untapped market in terms of population, the untapped talent in terms of labour and demographic dividend are the reasons India has been attracting various countries and companies.

Global Gender gap report of the year 2017 has put India at 108<sup>th</sup> position. This shows that India is still lacking in gender parity in various spheres of the economy. A country where there is a lot of employment is generated through unorganized sector, it is even more difficult to ensure gender equality. A lot of attention is being given to the issues like women empowerment, gender parity, glass ceiling. Government, Corporate houses, Non-Government Agencies, etc. all are interested in this field due to focus on inclusive growth, workforce diversity and sustainable development.

## OBJECTIVES OF THE RESEARCH

Being one of the widely surveyed field of study, gender equality and women participation has been getting a lot of new dimensions in the area of research. New terms and relationships are being developed in this area continuously. However, at workplace, it is inevitable to ignore the significance of employees' perception towards the focus of organizational policies on gender equality. It may also be interesting to compare the perception of male and female employees towards their organizations' policies.

Keeping this in mind, the present paper primarily intends to comparatively study the perception of male and female employees towards the gender equality based organizational practices. The secondary objective of the paper is to identify the policies of the organizations that are perceived to be gender biased in organizations these days. Not only would this help in identifying how employees perceive gender equality in the policies of their organization, but also it will help organizations in attracting and retaining right talent for long term.

## II. LITERATURE REVIEW

Although sexual stereotypes at workplace have faded a little in last few decades and more women have taken over the role of an active bread earner in the family settings (Bhalla & Kaur, 2011). These transformations require major transformations in the employment policies at various the levels in an economy. Labour legislation in India provides adequate laws for fairness, justice and equal opportunity for women in employment. However, the implementation at the ground is something to be observed to clearly get the idea of the reality. Talent Management practices are one of the most important factors for an organization as it gives a strategic advantage to the business in terms of human resources. Personnel policies of an organization make it different from other companies (Warrier, 2013).

Talent is very difficult to find, attract and substitute. The organization that value their companies' talent and talent management outperform their competitors in the long run (Barney and Wright, 1998). Although talent cannot be distinguished on the basis of any gender, ethnicity, race and religion but studies in the field of gender discrimination stated about the existence of gender inequalities at workplace.

Gender discrimination is the field which is not limited to human resource management solely. Behavioral Sciences, Social Sciences, Economics, Labour studies and Psychology are other disciplines that have constantly been studying this field. Practically, gender discrimination at workplace is the area where objective analysis is the need of the hour. Gender disparities can be observed through different practices at workplace. Wage inequalities, discriminating working environment, biased treatment, harassment, discrimination in giving opportunities are few to describe. As per a study, more than 27% women are accounted by unpaid activities. Not only this, women face higher working hours, engagement in harmful industries, working twice in duration than men are few more disparities to add on (Thomas, 2013).

A lot of studies conducted in this field focused on economic indices, resource allocation, education, health and basic amenities to study gender equality in general (Waris and Viraktamath, 2013). However, to study workplace inequalities, it would be more appropriate to study the organizational policies and the influence of gender sensitive policies on employees. The above discussion of literature motivates several hypotheses for this paper in relation to its primary objectives.

*H1: There is a significant difference in the perception of male and female employees over 'gender equality in*

*recruitment practices'*

*H2: There is a significant difference in the perception of male and female employees over 'gender equality in training opportunities'*

*H3: There is a significant difference in the perception of male and female employees over 'gender equality in career progression.'*

*H4: There is a significant difference in the perception of male and female employees over 'gender equality in terms of wages and salaries.'*

*H5: There is a significant difference in the perception of male and female employees over 'gender equality in terms of professional mentoring.'*

*H6: There is a significant difference in the perception of male and female employees over 'gender equality in promotional opportunities'*

*H7: There is a significant difference in the perception of male and female employees over 'gender equality in family friendly practices of organization.'*

*H8: There is a significant difference in the perception of male and female employees over 'gender equality in Performance Evaluation'.*

*H9: There is a significant difference in the perception of male and female employees over 'gender equality in grievance handling procedures'*

Finding disparities in the gender balance among male and female employees is not surprising. There exists a difference in the number of employees at different levels of management. Women are unable to move up the ladder as fast and strongly as their male counterparts (Sikand, Dhama and Batra, 2013). Glass ceiling exists as per many authors in the previous researches. Therefore we propose that:

*H10: There is a significant difference in the perception of male and female employees over 'gender balance at operative level' positions in the organization.*

*H11: There is a significant difference in the perception of male and female employees over 'gender balance at middle level' positions in the organization.*

*H12: There is a significant difference in the perception of male and female employees over 'gender balance at top level' positions in the organization.*

*H13: There is a significant difference in the perception of male and female employees over the existence of gender discrimination in organization.*

*H14: There is a significant difference in the perception of male and female employees over the existence of physical harassment in organization.*

*H15: There is a significant difference in the perception of male and female employees over the existence of mental harassment in organization.*

*H16: There is a significant difference in the perception of male and female employees over 'gender equality in physical capability'*

*H17: There is a significant difference in the perception of male and female employees over 'gender equality in emotional capability'*

*H18: There is a significant difference in the perception of male and female employees over 'gender equality in intellectual capability'.*

*H19: There is a significant difference in the perception of male and female employees over organizational preference for women in part time jobs.*

### III. RESEARCH METHODOLOGY

Data for this empirical research work were collected from a survey of employees working in service sector government, public and private companies based in and around Delhi. A self-administered questionnaire was e-mailed to potential respondents selected through convenience sampling technique. The questionnaire was sent along with a cover letter that explained the purpose of this research. It also promised to assure the anonymity and confidentiality of their responses. The questionnaires were sent in a three-phase procedure. In the initial phase, 480 questionnaires were sent through e-mails. After 2 consecutive weeks, questionnaires were again e-mailed to same as well as more prospective respondents in a follow-up procedure. Out of those, 87 filled questionnaires were received with a response rate of 18.13 percent. 7 out of 87 received responses, 7 were found to be flawed and had to be left. Hence, the final sample size turned out to be 80 employees. 46 out of the final respondents were males and 34 were females. This makes 57.5 percent composition of male employees in the survey and female employees being 42.5 percent.

The questions were answered in two sections as per the questionnaire. The items related to functions and policies were answered on a four point scale to observe employees' perception of those practices with respect to gender equality. All other items apart from demographic variables were answered on a five point Likert scale ranging from 1 being strongly agree to 5 being strongly disagree.

### IV. DATA ANALYSIS AND INTERPRETATION

The responses collected from employees of various organizations have been analyzed through simple cross tabulation. Independent t-test has been applied to test hypotheses. First section of the questionnaire comprises of questions which intend to seek the gender equality in organization based practices. Second section of the questionnaire comprises of questions with the purpose of analyzing employees' perception towards organizational practices in terms of gender equality.

Primary view of the collected data gives an idea of perception of male and female employees. In the analysis of first section, 77.5 percent of employees feel that their organizations treat male and female employees equally while recruitment and talent acquisition. 76.5 percent males and 78.3 percent females of the total respondents make this accumulative percentage of 77.5 percent.

In terms of training, two third of the employees feel that equal number of training opportunities are available for both men and women in their organizations. As far as Career Progression is concerned, 70 percent of employees feel that equal opportunities for career progression are available to men and women. However, 17.5 percent of total respondents feel that females are treated less favourably when it comes to career progression.

As far as Performance evaluation is concerned, 75 percent of the total employees are of the opinion that organization fairly treats both men and women. 78.3 percent of the female employees feel that their organization has an equal policy towards both men and women for performance evaluation and appraisal.

77.5 percent of the respondents feel that grievance procedure is equal for male as well as female employees in organizations. 82.4 percent of total male employees and 73.9 percent of total female employees agree to this equality.

As per the responses, there is hardly any discrimination felt on the basis of sex of the employees. 10 percent of the total employees, i.e., both men and women have faced gender discrimination. But, no female employee strongly agreed to have faced gender discrimination in their organization. 57.5 percent of the responses support the statement that their organizations disregard the belief that women are more suitable for part time jobs only and not for full time jobs. This can be interpreted as the equal treatment of organizations towards both the genders.

However, 55 percent of the employees feel that their organizations are of the opinion that females have the tendency to leave job after their marriage or pregnancy.

**Table No. 4.1: Independent T-test**

Statements	t-Test	Male Mean (SD)	Female Mean (SD)	Grand Mean
Gender Equality in Recruitment	1.35	3.76 (0.43)	3.52 (0.98)	3.64

Gender Equality in Training Opportunities	0.68	3.65 (0.74)	3.52 (0.84)	3.59
Gender Equality in Career Progression	1.53	3.65 (0.69)	3.35 (0.97)	3.50
Gender Equality wrt Wages	2.84**	3.88 (0.33)	3.35 (1.06)	3.62
Gender Equality wrt professional Mentoring	2.72**	3.76 (0.55)	3.22 (1.07)	3.49
Gender Equality wrt Promotional Opportunities	2.17*	3.65 (0.60)	3.21 (1.03)	3.43
Gender Equality wrt Family Friendly Practices	1.27	3.59(0.70)	3.35 (0.92)	3.47
Gender Equality wrt Performance Evaluation	-0.112	3.59 (0.78)	3.60 (0.83)	3.60
Gender Quality wrt Grievance Procedure	2.26*	3.82 (0.39)	3.39 (1.06)	3.60
Gender Balance at Operative Positions	0.41	3.88 (0.91)	3.78 (1.19)	3.83
Gender Balance at Middle Management	0.38	4.00 (0.92)	3.91 (1.07)	3.96
Gender Balance at Top Management	2.72**	4.00 (1.04)	3.26 (1.30)	3.63
Gender Discrimination	0.97	4.35 (0.98)	4.13 (1.05)	4.24
Physical Harassment	2.56**	4.76 (0.43)	4.35 (0.87)	4.56
Mental Harassment	2.66*	4.35 (0.69)	3.65 (1.42)	4.00
Org Perception of Equal Physical Capability	0.39	4.29 (0.68)	4.21 (0.99)	4.25
Org Perception of Equal Emotional Capability	2.94**	4.24 (0.65)	3.43 (1.49)	3.84
Org Perception of Equal Intellectual Capability	0.42	4.29 (0.58)	4.22 (0.94)	4.26
Org Disregards belief that Women are more suitable for Part time jobs	1.86	2.88 (1.20)	2.39 (1.14)	2.64

\*\*\*  $p \leq 0.001$ , \*\* $p \leq 0.01$ , \* $p \leq 0.05$ ,  $df = 78$

**Table No. 4.2: Interpretation of T-test**

S.No.	Hypotheses	Status
1	H1: There is a significant difference in the perception of male and female employees over 'gender equality in recruitment practices'	Rejected
2	H2: There is a significant difference in the perception of male and female employees over 'gender equality in training opportunities'	Rejected
3	H3: There is a significant difference in the perception of male and female employees over 'gender equality in career progression.'	Rejected

4	H4: There is a significant difference in the perception of male and female employees over 'gender equality in terms of wages and salaries.'	Accepted
5	H5: There is a significant difference in the perception of male and female employees over 'gender equality in terms of professional mentoring.'	Accepted
6	H6: There is a significant difference in the perception of male and female employees over 'gender equality in promotional opportunities'	Accepted
7	H7: There is a significant difference in the perception of male and female employees over 'gender equality in family friendly practices of organization.'	Rejected
8	H8: There is a significant difference in the perception of male and female employees over 'gender equality in Performance Evaluation'.	Rejected
9	H9: There is a significant difference in the perception of male and female employees over 'gender equality in grievance handling procedures'	Accepted
10	H10: There is a significant difference in the perception of male and female employees over 'gender balance at operative level' positions in the organization.	Rejected
11	H11: There is a significant difference in the perception of male and female employees over 'gender balance at middle level' positions in the organization.	Rejected
12	H12: There is a significant difference in the perception of male and female employees over 'gender balance at top level' positions in the organization.	Accepted
13	H13: There is a significant difference in the perception of male and female employees over the existence of gender discrimination in organization.	Rejected
14	H14: There is a significant difference in the perception of male and female employees over the existence of physical harassment in organization.	Accepted
15	H15: There is a significant difference in the perception of male and female employees over the existence of mental harassment in organization.	Accepted
16	H16: There is a significant difference in the perception of male and female employees over 'gender equality in physical capability'	Rejected
17	H17: There is a significant difference in the perception of male and female employees over 'gender equality in emotional capability'	Accepted
18	H18: There is a significant difference in the perception of male and female employees over 'gender equality in intellectual capability'.	Rejected
19	H19: There is a significant difference in the perception of male and female employees over organizational preference for women in part time jobs.	Rejected

## V. FINDINGS AND DISCUSSION

*Gender Equality in the Recruitment Practices:* The independent T-test rejects that there exist any difference between male and female employees in organizations towards gender equality in their recruitment practices.

*Gender Equality in Training, Career Progression and Succession:* The analysis of p-value of the independent t-test indicates that the hypothesis is rejected. It can be translated that there is no significant difference between the perception of male and female employees over training opportunities and towards career progression practices in organizations.

*Gender Equality in terms of Wages:* Significant Value of T-test ( $p=0.006$ ) revealed that differences lie in perception of male and female employees over gender equality in terms of wages and salaries. Further, mean score of male employees ( $\bar{x}=3.88$ ) indicated that they perceive the difference in wages more than the female employees ( $\bar{x}=3.35$ ).

*Gender Equality in Professional Mentoring:* Significant Value of T-test ( $p=0.008$ ) manifested that differences lie in the perception of male and female employees over gender equality in terms of professional mentoring. Male employees

( $\bar{x}$  = 3.76) more strongly feel the gender based differences in professional mentoring than female employees ( $\bar{x}$  = 3.22)

*Gender Equality in Promotional Opportunities:* T- test score ( $p$  = 0.03) revealed that there are differences in the perception of male and female employees over gender equality in promotional opportunities. Further Mean score of male employees ( $\bar{x}$  = 3.65) indicated that they perceive this as an important factor over female employees ( $\bar{x}$  = 3.21).

*Gender Equality in Family Friendly Practices:* It is evident from the t-test score that there is no significant difference between the perception of male and female employees towards gender equality in family friendly practices. Hence our hypothesis is rejected.

*Gender Equality in Performance Evaluation:* It can be interpreted from the  $p$  value of independent t-test that there is no difference between the perception of male and female employees towards gender equality in performance evaluation.

*Gender Equality in Grievance Handling Practices:* Significant value of t test ( $p$  = 0.027) denoted that there lies a significant difference between the perception of male and female employees towards gender equality in grievance handling practices of organization. Mean score suggested that male employees ( $\bar{x}$  = 3.82) differentiated from the female employees ( $\bar{x}$  = 3.39).

*Gender Balance in the Organization:* It can be interpreted from the t-test that there is no significant difference between male and female employees towards gender balance at operative level ( $p$  value = 0.69) and Middle level management ( $p$  value = 0.71). However, at the top level of management, a significant value of t- test ( $p$  value = 0.008) attested that there is a difference between the perception of male and female employees towards gender balance at their organization's top level of management. Further, mean score of male employees ( $\bar{x}$  = 4.00) is higher than female employees ( $\bar{x}$  = 3.26) in this context.

*Harassment at Workplace:* Significant value of t test ( $p$  value = 0.013) depicted that there is a significant differences in the perception of male and female employees towards physical harassment at workplace. As far as mental harassment is concerned, t-test score ( $p$  vale = 0.010) revealed that also, there is a significant difference in the perception of male and female employees towards mental harassment. Hence the hypotheses are accepted.

*'Gender Equal' Employee Capabilities:* The analysis of t-test values depicts that male and female employees' perception towards emotional capabilities are significantly different than physical and intellectual capabilities. It can be asserted from the significant value of t-test (0.004) that male and female employees have different perceptions towards emotional capability of employees. Male employees (Mean score  $\bar{x}$  = 4.24) can be interpreted to have more differentiated opinions in this context than their female counterparts (Mean Score  $\bar{x}$  = 3.43). As far as physical and Intellectual capabilities of employees are concerned, men and women in the organization do not have different perceptions towardsthem.

## VI. CONCLUSION

After the thorough analysis of related studies it is found that there exists a huge gap between men and women in terms of resource allocation, wages, opportunities of growth and many more parameters. The survey conducted as a part of this research shows a positive picture of organizations in the light of gender equality. However, Compensation, promotional opportunities, professional mentoring, and grievance handling procedures, gender balance at top management level, harassment and emotional capabilities of employees are considered to be the areas where male and female employees feel differences in perceptions. Many other factors portray an optimistic view of the factors surveyed. Organizations seem to understand the prerequisite of growth. This study shows that they seem to have understood that the prevailing discrimination in talent acquisition and management is going to take the growth nowhere. Women's desire to work and their work commitment are driven by equal and fair treatment towardsthem.

Hence, on the basis of this study, it can be concluded that fair talent acquisition and management practices are pursued in the organizations in Delhi-NCR Region. More than two third of the respondents feel gender equality in terms of organizational practices. Also, employees do have unambiguous trust on their organizations. On the basis of their responses, it can be concluded that they are very confident of their organizations gender based practices and have a completely positive perception about talent acquisition and retention practices of their organizations. Gender diversity, being a part of CSR activities could be an important moderating factor in organizational compliance towards gender balanced practices. However, it is also found in the survey that there still exists an organization

wide perception about women being family focused who contribute more time to their family than their profession.

Finally, it can be derived from the survey and analysis that present scenario in this direction is progressive but requires a strategic approach towards gender equality to change the deeply rooted stereotype and centuries old practices of glass ceiling. So, it is recommended that organizations, policy implementing institutions and nations explicitly include gender equality and workforce diversity objectives in their gender equality policy at all levels and work on correcting inequalities to balance these situations.

## VII. LIMITATIONS AND SCOPE OF FURTHER RESEARCH

There are a few limitations of this study that need to be acknowledged. Firstly, the small sample size may not entirely represent the whole region of Delhi- NCR. The same can further be studied at a large scale. Secondly, the responses were expected to be effected by social desirability biasness due to the sensitive character of this issue. This limitation, however, was addressed in the data collection part of this survey while promising confidentiality to the respondents.

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