

GENDER DIVERSITY IN INDIAN COMPANIES – AN OVERVIEW

Dr.J.Senthil Velmurugan*

C.Suganya**

**Assistant Professor, Periyar Institute of Management Studies, Periyar University, Salem*

***Assistant Professor, Department of Management Studies, Paavai College of Engineering, Namakkal*

ABSTRACT

In today's competitive world companies not only focus on the external factors which are affecting the organization, but also the internal factor. Diversity is currently a hot topic issue in human resources. As our world becomes ever more progressive and interconnected, building effective strategies that promote diversity in all areas, such as race, sexuality and age are regarded as a paramount concern for organizations. Among them most consider is the workforce diversity that too in gender diversity. When we go for the statistical data taken in 2010 nearly 70 percentages of new entrants into workforce of the IT companies are filled by women gender. In the competitive work place women faces there is a glass ceiling (invisible barrier that is hampering the success. This paper discusses about the gender diversity in work place and the strategy to overcome.

Key Words: Behaviour, Communication, Discrimination, Diversity, Stereotypes.

INTRODUCTION

Gender differences in the workplace typically stem from social factors, which influence the behaviors of men and women. Some organizations welcome gender diversity and encourage the inclusion of both sexes when making company decisions and offering promotional opportunities. Other organizations discourage gender inclusion and promote bias in the workplace. With most companies, gender differences add value and varying perspectives to an organization.

Gender differences involve both physical and emotional factors. They are essentially the characteristics that influence male and female behavior in the workplace. These influences may stem from psychological factors, such as upbringing, or physical factors, such as an employee's capability to perform job duties. Differences may also stem from gender stereotypes related to men and women. For instance, a stereotypical assessment is that women belong in the home while men work and provide support. Stereotypes often lead to sex discrimination in the workplace.

Gender Perception

Men and women experience differences in perception in the workplace. According to the book, "Managing in the Age of Change: Essential Skills to Manage Today's Workforce," by Sophie Hahn and Anne Litwin, an employee's gender can illustrate differences in perception related to organizational structure, problem-solving style and view of work-related conflict. Also, a difference in individual working style is notable. According to the book, women perceive that individual work styles should be collaborative, where everyone works as part of a whole. Men, on the other hand, perceive that work should be completed independently without the assistance of others. Women also tend to be more supportive managers, whereas men are more direct.

Legal Issues

Many legal issues stem from men and women being treated differently or unfairly in the workplace. Several employment and labor laws govern sex discrimination and prohibit workplace practices that treat a particular sex unfavorably because of gender. For example, the Civil Rights Act prohibits employment discrimination, such as hiring, firing or refusing to promote an employee because of sex or gender. Employers must also provide special accommodations for gender-related issues, such as pregnancy and nursing. Other laws such as the Equal Pay Act ensures men and women receive the equal pay for performing the same job in the same company.

In the past, all women in the workplace were automatically assigned to temporary or part-time or low responsibility jobs because it was understood that their first priority was taking care of their families. Unmarried women were likely to quit as soon as they married (often to an up-and-coming executive in the company), and married women were likely to quit as soon as they became pregnant. Women with children were understood to care more about the children than about work. In addition, there was a widespread belief that women were not as capable as men, either physically or mentally or emotionally. Today, women are not generally seen as inferior to men (in fact, it is common to hear that men are inferior to women). And there are women who want to put work first and family second. Most women in the workforce do not see it as temporary -- something to do until they "catch a man" or as "extra" income.

Organizations have been slowly adjusting to these changes, learning to treat women as the equals of men and not as a pool of potential dates. Both discriminating against female employees (in terms

of hiring and advancement) and treating them in a sexual manner (sexual harassment) are now against the law. However, since there remain some women in the workforce who do place family first, Felice Schwartz has suggested creating a "Mommy Track" which would allow them to have more flexible and shorter hours and lesser responsibility in exchange for lower pay and limited career growth. In other words, recognize the wider diversity of needs of employees today and set up systems to accommodate them all. Feminists worry that creating a Mommy Track effectively licenses corporations to discriminate against women. They feel that women (and presumably men!) should be allowed to have flexible work arrangements and remain on the fast track.

Some people regard issues of treatment of various employee groups, such as those based on gender, race, and sexual orientation as primarily an issue of moral fairness. Women should be given the same career opportunities as men; homosexual couples should be given the same health insurance benefits as heterosexual couples. American society and culture has changed considerably on these issues over the last 150 years (when women were not allowed to vote and slavery was still practiced), and organizations are asked to not only follow suit but lead the way. However, many managers would counter that organizations are not supposed to change American society. They are supposed to manufacture goods and provide services for money. Their responsibilities are to their stockholders, not women's groups. It might be morally desirable for corporations to give all their profits to the poor, but it would not be responsible action.

Others see the issues primarily in strategic terms. Organizations compete for human resources and as the workforce becomes more heterogeneous, organizations will have to serve the diverse needs of this workforce or they will lose them to their competitors. Organizations that discriminate against women are forced to select workers from a smaller pool, reducing their ability to find top performers. At the same time, some managers would point out that increased diversity can cause management problems. For example, having more women has meant more problems with sexual harassment (even if it's the men's *fault*). Increased diversity brings with it the need for more flexibility, which makes management more complicated (e.g., scheduling, compensation plans, interpersonal communication).

OBJECTIVES

1. To study about the gender diversities in the Indian companies

2. To study about the various factors influencing the gender diversity.
3. To study about the challenges faced by the Indian companies by gender diversity
4. To find the solution for the gender diversity by the way of policy.

RESEARCH METHODOLOGY

The researcher used the descriptive research method. The researcher has used secondary data from the web resource to make awareness about the gender diversity and impact on Indian Companies.

FACTORS INFLUENCING THE GENDER DIVERSITY

An organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits. When organizations actively assess their handling of workplace diversity issues, develop and implement diversity plans, multiple benefits are reported such as:

INCREASED ADAPTABILITY

Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.

BROADER SERVICE RANGE

A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a company to provide service to customers on a global basis.

VARIETY OF VIEWPOINTS

A diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences. The organization can draw from that pool to meet business strategy needs and the needs of customers more effectively.

MORE EFFECTIVE EXECUTION

Companies that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Company-wide strategies can then be executed; resulting in higher productivity, profit, and return on investment.

CHALLENGES OF DIVERSITY IN THE WORKPLACE

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges are:

Communication - Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale.

Resistance to change - There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The “we’ve always done it this way” mentality silences new ideas and inhibits progress.

Implementation of diversity in the workplace policies - This can be the overriding challenge to all diversity advocates. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.

Successful Management of Diversity in the Workplace - Diversity training alone is not sufficient for your organization’s diversity management plan. A strategy must be created and implemented to create a culture of diversity that permeates every department and function of the organization.

GENDER DIVERSITY IN INDIAN COMPANIES AN OVERVIEW

Indian Companies Strengthening the Talent Pipeline The Gender Diversity Benchmark for Asia report concludes that India has the smallest percentage of women in the total workforce (between China, Hong Kong, Japan, Malaysia, and Singapore) and the largest pipeline leak occurring earliest in women’s’ careers—between middle and senior-level positions (48 percent decrease). Indian women are giving up their careers much sooner than professional women in other Asian countries.

Some companies in India are working to close that leak and get more women into senior management.

GOOGLE launched the Google India Women in Engineering Award, to target and find talent early at the university level.

In 2010 Google India organized a week-long event “The 6th Sense: Diversity Week in India” to increase awareness of differences, across not only genders but cultures and sexual orientation.

Tata Consultancy (TCS) helps address the talent shortage by working with university leaders on curriculum development, the faculty hiring process, faculty training, and providing TCS employees for guest lectures.

In IBM INDIA’S diversity policy targets not only employees, but the entire system of suppliers, partners, and vendors. In addition, IBM India is one of the few companies that provide sensitivity training to its managers on lesbian, gay, bisexual, and transgender employees.

In 2003, INFOSYS launched a global council of six internal, senior women who were tasked with conceptualizing and implementing an initiative that would create a gender-sensitive environment to attract, hire, and retain top talent, including women. Between 2003 and 2006, the retention rate for women increased, which Infosys attributes to its programs and policies. Infosys recognizes that retaining top talent is essential to being a global leader in the marketplace.

In PFIZER INDIA’S priority is to retain high-potential women in this growth market. Pfizer recently launched “Creating a High-Performance Community” with goals to ensure top female talent is supported and feels valued, and to strengthen the connection between Pfizer’s high-performing women and their women customers.

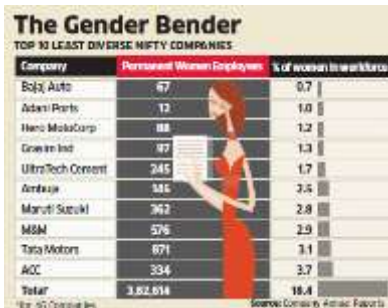
In ABG launched formal, company-wide talent management in November 2003 to introduce uniform practices across all its companies. The objective was threefold: to institutionalize a set of core talent management processes; to provide a common standard by which to assess talent; and to establish common standards for attracting, identifying, and developing talent company-wide.

In SOFTBRANDS INDIA PVT. LTD. launched a leadership program with the goal to establish consistency in management practices, establish a common language, and support employee growth.

In HSBC INDIA introduced the Flexible Work Arrangements (FWA) program in 2008. Since the program’s inception, an estimated 10 percent of HSBC India’s employees have used FWA, and the bank has succeeded in retaining approximately 4 percent of the employees who had resigned

or expressed the intention of resigning by offering them the option to participate in the FWA program.

In SHELL INDIA'S core values of respect and inclusion, work/life balance, and FWA allow women to excel especially in the IT and business process outsourcing groups, which have hired significant numbers of women.



Women Director at TOP 10 Companies of BSE – SENSEX

Name of Company	Total No. of directors	No. of Women Directors
Bajaj Auto	16	1
Bharti Airtel	16	2
BHEL	14	1
CIPLA	9	0
Coal India	13	4
DLF	10	0
GAIL India Ltd.	15	1
HDFC Ltd.	14	1
HDFC Bank	10	1
HERO Moto corp	12	0
Total	129	11

Therefore the total representation of women on the Board of aforesaid company is 8.52%

GENDER ISSUES IN THE WORKPLACE:

DISCREPANCIES IN PAY

According to Harvard Independent, women still don't earn the same salaries as men for the same job status or position. In fact, a woman earns just 80 cents for every dollar earned by her male peer. This holds true even though more women than men hold bachelor's degrees, and women are enrolling in college more often than men. The differences in pay don't just occur early on in their

careers either. Throughout their careers, women continue to earn less money than their male counterparts.

The reason for the differences in pay reflects societal and cultural views on family and children. Women typically get pregnant in the middle of a career. They take time off for maternity leave. Once they have a child, they don't work as many hours as their male counterparts because of sick children, activities, and other events that occurs as a result of motherhood. In addition, they also tend to travel less frequently once they have a child. Because of this, they can get passed up for promotions.

That's not to say the difference in pay is due to the fact that women tend to not work as many hours after having a child as they do before. It's not that at all. Instead, it's that society expects women to take on a greater share of household and family responsibility. When a child is born, the mother does not get paid for maternity leave, so the father continues to work. After the child is born, it is the mother who is expected to take off for to care for the child more often than the father. That's not to say men don't take off time for their kids. They do. However, in most situations, it is the women – the mother. To an organization, this can appear as not putting their job status as a priority, as not being available for the time required for that new promotion, and a slew of other problems.

But what can we do about it? The answer is too complex to tackle in this course. However, it's important to understand the perceptions of the different genders in the workplace. Men are still viewed as the providers, as the ones that will work the long hours and do what it takes to get ahead for the better of their families. Women are still viewed as the ones responsible for household obligations and nurturing their children. The truth is, both genders value their careers and personal advancement. Women shatter glass ceilings every day – and it's not because they're just marking time until they start a family.

COMMUNICATION

Men and women typically communicate in different ways, making it very easy for disagreements and misunderstandings to happen.

BEHAVIOR

In addition, women are expected to be demurer. A woman who is aggressive can still be seen as a monster, as someone you don't want to be around or promote. However, a man who is aggressive is seen as powerful, and someone who will go far in his chosen career path.

COMMON GENDER STEREOTYPES

Stereotypes cause a lot of misconceptions in the workplace. It doesn't matter if we're talking about gender, race, or color. As with any stereotype, gender stereotypes prevent effective communication between men and women. They can even create friction and discord, which lessens company morale and productivity.

Listed below are some common stereotypes about women in the workplace. Again, these are stereotypes. They also highlight the differences between the ways men are viewed in the workplace, as opposed to women.

- Women aren't as experienced in sports as men, so they can't be as good team players.
- Assertive women are trouble – or worse: feminazis.
- Women aren't committed to their work, because of family obligations.
- Women don't work well with other women, because they're catty.
- Women are the primary source of gossip in a workplace.
- Women are too emotional.

So far in this section, we've talked about how women can be negatively portrayed in the workplace, but they are not the only ones. Men can be unfairly portrayed, too. While the stereotypes pinned on the female gender can make a woman seem not as capable, devoted, or qualified, the stereotypes cast on men can make them seem like inhuman perverts, only out for their own success and satisfaction.

Here are a few of the stereotypes that are applied to the male gender in the workplace:

- Men are focused on their careers. Family takes second place.
- Men aren't emotional. In other words, they don't care about anyone's feelings.

- Men can't treat attractive female colleagues as equals, because they only view them as sex objects.
- Men will never see women as their equals in the workplace, because they don't want them to be.
- Men are all part of the "good ole boys" club and always help each other get promotions – over other women colleagues.

The truth is, men and women are in the workplace for the same reason: to advance their career and earn a living. How they choose to do so depend on many factors including education, culture, behavior, and goals – just to name a few. Even though the genders may communicate differently and do things a little differently at times, that doesn't mean that they're not equal and equally committed to the task at hand, their job, and their career. Applying a stereotype to either gender can only result in miscommunication, frustration, and discord in the workplace. Nobody gets ahead when that happens.

It's important to remember that we are all individuals. Even though men and women are two very different creatures, we're all still individuals. Applying a stereotype to anyone is a dangerous thing to do. Not only are stereotypes a bias, and inaccurate, they can also lead to a legal nightmare if stereotyping someone leads to discrimination. People in the workplace are professionals, and they all should behave as such in their own individual way.

GENDER ROLES IN THE WORKPLACE

Both men and women want to get ahead in the workplace. That should go without saying. Whether you are male or female, there's little doubt that part of the reason you are taking this course right now is for the advancement of your career – either now or in the future.

Men and women are also equal in the workplace. That's not just a statement. That's the law. You cannot treat men different from women – or vice versa. While it seems like those laws may favor women at times, it also makes it possible for men to take paternity leave, use sick days to care for children, and other things that used to be female-only roles.

However, that doesn't mean that there aren't gender roles in the workplace that can affect the success of someone from a certain gender. Although the roles themselves aren't important to this

course, understanding the traditional roles and the behavior of a colleague from the opposite gender may help you to understand their feelings and values -- therefore, creating respect.

Female Roles

- Female CEOs who are very vocal are seen as less competent than quieter ones.
- Women are viewed as better team players, since they're also viewed as supportive and rewarding.
- Women are persuasive, because they can read a situation and gather information from all sides.
- Women like a challenge. According to a study by Accenture, 70 percent of business women asked their boss for a challenge at work, compared to less than 50 percent of the business men that were polled.
- Women are honest, hard workers. According to polls by the Fit, 54 percent of women worked nine to 11 hours a day. This is compared to 41 percent of men.

Male Roles

- Male CEOs who were quieter were seen as less competent than vocal ones.
- Men are early adopters of technology. An Accenture study found that men adopted technology earlier and relied on it more than women.
- Men ask for what they want. Research by Accenture shows that only 45 percent of women are willing to ask for a raise. Compare that to 61 percent of men.
- Men convey more confidence when they aren't prepared for a task or something else at work.
- Men make friends in high places and get more promotions. In a 2008 Catalyst survey on mentorship, 72 percent of the men received promotions by 2010, but only 65 percent of the women received promotions.

However, remember that the roles are not written in stone. There are women in the workplace who display more masculine behaviors and vice versa. A balance of masculine and feminine qualities has proven to be the strategy for success for individuals, teams, and organizations.

GENDER DIVERSITY IN THE WORKPLACE: A PROBLEM THAT JUST ISN'T IMPROVING

Focusing on diversity in the workplace is an essential step in building a great culture.

Advancing gender diversity is a key focus area that organizations should look to, armed with the knowledge that there is still significant progress to make before most workplaces achieve true gender equality.

Women are still significantly underrepresented at all levels in the workforce worldwide. Mercer's *2013 Human Capital Report* (prepared with the World Economic Forum) found that only 60 percent-70 percent of the eligible female population participates in the global workforce, while male participation is in the high 80's.

Women still trailing in workforce participation

In a recent diversity study by Mercer (titled *When Women Thrive Businesses Thrive*) based on 178 submissions from 164 companies in 28 countries covering 1.7 million employees, Mercer explores this issue and proposes solutions. Three key facts emerged from Mercer's data:

1. **Women continue to trail men in overall workforce participation** and in representation at the professional through executive levels.
2. **Current female hiring, promotion, and retention rates are insufficient** to create gender equality over the next decade.
3. **Current talent flows will move more women into top roles** over the next decade, but not in North America.

UNDERSTANDING WHAT DRIVES GENDER DIVERSITY

How can organizations change their approach to diversity in a way that effectively combats these gaps? Mercer's study highlights the current key drivers of gender diversity, aiming to help organizations understand what drives diversity the most and help focus their approach.

The data shows that organizations that have broad and holistic approaches to support female talent have more comparable talent flows for women and men than those who do not. Additionally Mercer finds that formal accountability has little significance on increasing gender diversity when removed from real leadership engagement.

At organizations where leaders are active and engaged in diversity programs, more women are present throughout the organization, in top leadership roles, and there is more equality in talent flows between men and women. Another key driver of gender diversity is that active management of talent creates more favorable results than traditional diversity programs that are put in place to support women's needs.

Organizations that actively manage pay equity vs. making passive commitments ensure that women and men have equal access to profit and loss responsibilities, and proactively support flexible work arrangements driving gender equality at a greater rate than those with traditional diversity programs.

IMPACT OF LABOR FORCE PARTICIPATION FOR WOMEN IS DECLINING

Non-traditional solutions and innovative programs impact organizations long-term ability to retain female talent. Specifically, customized retirement solutions and health related programs have been successful in helping organizations to better attract, develop and retain female talent.

Mercer points out a disappointing statistic from the World Bank, which reports that global labor force participation rates for women ages 15-64 have actually declined over the last two decades. The discrepancy between female and male representation is even higher in top roles.

Women make up only 5 percent of CEOs at *Fortune 500* companies, hold less than 25 percent of management roles, and just less than 19 percent of board roles globally. Since the 1980's leap in pay equality for women things have since stagnated.

Clearly new strategies are required. Making sure that women are equal participants in the workforce has broader implications than just fostering great culture. Economists have predicted that eliminating the gap between male and female employment rates could boost GDP in the U.S by 5 percent, in Japan by 9 percent, in the UAE by 12 percent, and in Egypt by 34 percent.

A ROAD MAP TO SOLVING THE PROBLEM

Organizations can take reports such as Mercer's and use them as a road map. The key drivers of gender diversity listed there can easily be leveraged as a reference when identifying you own diversity strategies and areas of focus.

GENDER DIVERSITY IN WORKPLACE

Ion organization manager started following some actives to overcome the workforce gender diversity by the following ways.

- **MAKE IT PERSONAL**

To manage gender diversity effectively, you must have a personal drive to make diversity a priority. This is more than just making sure women get hired and promoted; it's an attitude that flows through your daily conversations and decisions. Encourage team leaders to select diverse groups for projects to ensure the genders don't naturally separate. Talking to your employees about success stories from gender-diverse work cultures can help them relate to the idea of diversity so it becomes the culture at work, not just your pet project.

- **RECRUITMENT AND RETENTION**

Designing recruitment methods that cater to both genders helps you get the right people in your workplace. Instead of advertising open positions on trade-specific websites only, expand to sites that cater to professional women. Conduct interviews with both male and female interviewers to encourage both perspectives about the candidates. Creating flexible benefit and retention plans allows employees to take advantage of the things that mean the most to them; men might be more worried about the bottom line, preferring to have several different medical-care savings options, for example, while women might prefer the ability to earn extra time off to spend with their families. Providing options that appeal to both genders can help maintain diversity in your workplace.

- **DIVERSITY TRAINING**

Managing diversity in the workplace means educating your employees about how to work with different personalities. Women tend to rely on feelings and intuition more than men do, and they often need a sounding board for new ideas or to listen to problems -- problems for which they aren't necessarily seeking solutions, just someone to listen. Men, on the other hand, bounce problems off coworkers seeking solutions. They are often blunt and to the point without much patience for small talk. Instead of forcing your employees to endure structured classes on diversity, manage the culture so it reflects that attitude. Talk one-on-one with your employees about working

with people of the opposite sex and how to relate to them. Each gender has important insights to offer, and helping your employees recognize that creates a culture of professionals who work well together.

- **KEEP DECISION-MAKING DIVERSE**

When discussing important decisions such as staff changes and which new projects to take on, gather a diverse group of employees. If possible, design the group with the same number of men and women, than or as close as you can get. The diversity brings more innovative ideas that the others can elaborate on, creating a true team mentality. It sends the message that all employees are important, regardless of gender, and that they all have important roles in the company. This helps develop the idea that gender diversity is key to the company's success; when your employees value each other's skills regardless of any gender boundaries, your business can be more productive.

Gender discrimination exists in many different forms: paying people of different genders differently for performing the same job, hiring and training only one gender for a certain type of work because it has the reputation of being "man's work" or "woman's work," refusing to promote a pregnant woman because of her pregnancy, and even sexual harassment. Both men and women benefit when gender equality is practiced in the workplace. Promoting that equality is not difficult, but it does take the commitment of management to take the necessary actions, establish guidelines and enforce them.

ACTIONS TO PROMOTE GENDER EQUALITY

Step 1: Provide training on gender equality to management personnel. Educate managers in both the obvious and the subtle discrimination that takes place in business. Teach them how to identify discrimination when it takes place among their staff, how to deal with the situation and how to prevent it from happening in the future.

Step 2: Provide employees with quality, on-site child care facilities for both mothers and fathers that work at your company. Work with your human resources department and management personnel to make sure that family leave is available to both men and women.

Step 3: Showcase your company's successful women. There is nothing as demonstrative of your efforts to promote equality as the women who have achieved success because of it, whether they hold management positions or are rank-and-file employees.

Step 4: Publicize your efforts to promote gender equality. Whether it's on your company website, in newspaper editorials or advertisements, let other companies, your vendors and the local workforce know about your dedication to equality in the workplace. Become a role model for other businesses.

POLICIES TO PROMOTE GENDER EQUALITY

Step 1: Establish a policy that ensures that men and women are compensated equally for performing the same work. Beyond equal pay for equal work, the policy should also ensure that both genders are treated equally in recruitment, training, hiring and promotion.

Step 2: Establish a policy that allows both men and women to balance their work lives with their personal lives. This guideline would ensure that management supports employees' pursuit of further education to advance their careers, as well as family counseling, family time or other related efforts that assist employees in maintaining healthy and positive family relationships.

Step 3: Establish a policy that strictly and specifically forbids any form of sexual harassment. Either in the policy itself, or in a related human resources procedure, describe in detail the professional consequences that will result from harassment. Provide employees with an avenue for reporting such activity directly to the human resources department without fear of retribution.

Step 4: Establish a policy that ensures the nondiscriminatory policies that apply to the company's employees also apply to all levels of company management. Gender equality means nothing in the workplace if it is not followed to the letter by all management personnel. Encourage managers to act as role models for nondiscrimination.

HUMAN RESOURCE DEPARTMENT STRATEGIES FOR GENDER DIVERSITY

For companies, there are six concrete ways of promoting gender equality at every stage of the hiring process and career progression:

1. Rethink job interviews. The question: “What do you think your salary should be?” should be abolished altogether, as women consistently ask for less than men. Instead, interviewers should provide a fair and transparent salary range and ask applicants to position themselves within it.
2. Make gender equality part of training and education. Young people should be supported in choosing jobs that are future-oriented and promising, regardless of their gender.
3. Be proactive about welcoming women. Companies should clearly state that they want to hire, support and promote women. Salaries and promotions should be monitored and evaluated on a regular basis to ensure equal treatment.
4. Make flexibility and work-life balance a part of the wider company culture. Too often, employees have to specifically ask to work part-time or work from home, which can be awkward. Companies should instead offer a broad range of different options.
5. Don't limit your talent pool. Companies should aim for a 50-50 gender split in all their teams – right up to the executive floor. Offering practical support such as childcare is part of this, as is the right attitude. It should not be a career killer for a man to ask for extended leave because he wants to look after his children.
6. Use the power of networking. Networking, mentoring and coaching opportunities can help women build confidence and develop their careers.

CONCLUSION

Gender diversity become a talk of the Indian companies, the research paper above gives the strategy to control the diversity among the gender by implanting the policy framed by HRD. This paper gives an idea about the gender issues in the workplace and their roles in workplace.

BIBLIOGRAPHY

<http://www.analytictech.com/mb021/gender.htm>

<http://study.com/academy/lesson/gender-diversity-in-the-workplace-definition-trends-examples.html>

<http://smallbusiness.chron.com/gender-differences-within-workplace-10512.html>

<https://www.universalclass.com/articles/business/dealing-with-gender-issues-in-the-workplace.htm>

<http://work.chron.com/ways-handle-gender-diversity-manager-21166.html>

IJIRMS