

WOMEN FRIENDLY HR MANAGEMENT PRACTICES: A STUDY IN IT SECTOR

*A dissertation submitted to the University of Kerala in partial fulfilment of the requirements for
the Masters of Arts in Human Resource Management Degree
Examination*

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LOYOLA COLLEGE OF SOCIAL SCIENCES

THIRUVANANTHAPURAM

2021-2023

DECLARATION

I, **NAVYA G**, do hereby declare that this Dissertation titled “**WOMEN FRIENDLY HR MANAGEMENT PRACTICES: A STUDY IN IT SECTOR**” is based on the original work carried out by me and submitted to the University of Kerala during the year 2021-2023 towards partial fulfilment of the requirements for the **Master of Arts in Human Resource Management** Degree Examination. I further declare that this dissertation is based on the original study undertaken by me and has not been submitted for the award of any diploma or degree from any other University/ Institution.

CERTIFICATION OF APPROVAL

This is to certify that this dissertation entitled on “WOMEN FRIENDLY HR MANAGEMENT PRACTICES: A STUDY IN THE IT SECTOR” is a record of genuine work done by Navya G, a fourth semester Master of Arts in Human Resource Management Student of this college under my supervision and guidance and that it is hereby approved for submission.

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ACKNOWLEDGEMENT

I express my deep sense of gratitude and profound thanks to my faculty guide **Dr. Anitha S**, Assistant Professor for all her timely instructions and guidance given to bring the best out of me throughout the study. I express my sincere thanks to **Dr. Anitha S**, Head of Department of Personnel Management, for the immense support and guidance, co-operation and valuable suggestions for conducting this study.

I would like to thank **Dr. Saji P Jacob**, Principal, Loyola College of Social Sciences for his guidance. I also thank Dr. Prakash Pillai R., Dr. Angelo Mathew, Dr. Rasmy Kiran and other faculty members of Loyola College of Social Sciences for being generous in sparing their time for responding to my queries and providing necessary support and guidance throughout my research journey.

I also express my gratitude to each respondent for taking the time to complete the survey. I would like to extend my sincere gratitude to Mr. George Mathew, Assistant Librarian, and Dr. Sunil Kumar, Librarian, Loyola College of Social Sciences, for their kind assistance in helping me complete my work. Finally, I would like to thank all my friends for their immense support for the completion of this study.

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ABSTRACT

Gender disparities in leadership roles within the IT sector persist as a pressing issue, impacting both organizational effectiveness and societal progress. The prevalence of bias and prejudice against women in critical areas such as recruitment, promotions, and performance evaluations continue to hinder their professional growth. This study endeavors to delve into the realm of women-friendly HR management practices and policies implemented by organizations to rectify career stagnation and foster the advancement of female employees. Through an in-depth exploration of the perspectives, attitudes, and experiences of personnel within the IT sector, this research seeks to augment the existing body of knowledge regarding effective strategies that bolster women's success in the workplace. The investigation also extends to unravelling the multifaceted benefits of women-friendly policies. These include not only the advancement of gender equality and diversity but also the potential to amplify organizational performance, allure and retain top-tier talent, and cultivate an atmosphere of enhanced employee well-being and satisfaction.

In tandem with these goals, the study aims to uncover the contours of gender-sensitive practices already in place. By scrutinizing the landscape of career advancement opportunities available to women, the research aspires to pinpoint avenues for their seamless re-entry into the workforce following career breaks. By embracing a comprehensive approach encompassing data collection, analysis, and interpretation, this study aspires to transcend theoretical frameworks, yielding practical insights that can drive tangible change. The implications of this study are far-reaching. Beyond contributing to academic discourse, the findings stand poised to be a strategic compass for practitioners and policymakers. Armed with empirical evidence and contextual understanding, organizations can recalibrate their strategies to foster inclusivity, empowerment, and growth for women in the IT sector. Ultimately, this research serves as a catalyst for the eradication of gender disparities and the creation of an equitable, forward-looking landscape within the IT industry and beyond

CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION

Women in corporate professional settings play a significant function in contemporary society by breaking through barriers and flouting gender precedents. They contribute distinguishable perspectives, skills, and skill sets to a variety of industries, molding the workforce and stimulating innovation. Despite great improvements, women persist to face specific employment hurdles and inequities. Gender discrimination, unequal pay, and limited prospects for promotion all remain. Organizations and individuals, on the other end of the spectrum, are increasingly acknowledging the importance of gender equality and working to create inclusive work environments. Mentorship programs, diversity training, and flexible work arrangements are among the initiatives being introduced to help and empower women in their professional aspirations. Women at work are making gigantic advances, shattering glass ceilings and inspiring future generations as they get greater representation and equal chances to excel. The evolution of women at job environments is one of upward mobility, troubles, and accomplishments. For decades, women were primarily restricted to caring for their families, with few prospects for financial autonomy or professional advancement. Women-friendly HR practices aim to address existing gender disparities and create equal opportunities for women in the IT field. By fostering an inclusive work environment, these practices help to eliminate biases, discrimination, and barriers that women often face in their professional journeys. Implementing women-friendly HR practices can help organizations attract and retain talented women in the IT industry. When women feel valued, supported, and provided with equal growth opportunities, they are more likely to stay and contribute to the success of the organization in the long term.

Women in IT Sector

Growing attention has been paid in recent years to the issue of getting more women into the Information Technology (IT) industry. This is significant since historically, the IT sector has been controlled by men. However, the tide is turning, and more and more women are shattering stereotypes and making their marks in the IT industry.

The growing interest in increasing the participation of women in IT is important for several reasons. Firstly, it promotes diversity and inclusion within the industry. By having a more balanced gender representation, the IT industry can leverage different perspectives, experiences, and ideas, leading to more innovative solutions and approaches to problem-solving. Secondly, increasing the

participation of women in IT helps to bridge the gender gap that exists in the industry. Women have historically faced various barriers and challenges in pursuing careers in IT due to societal norms, biases, and stereotypes. By actively working towards increasing their representation, we can create a more equitable and inclusive environment where everyone, regardless of gender, has equal opportunities to succeed and thrive.

Furthermore, the increased participation of women in IT serves as a source of inspiration and motivation for future generations. When young girls see successful women pursuing careers in IT, they are more likely to consider and pursue their own interests in technology. This can help break down gender stereotypes and encourage more girls to enter the field, creating a positive cycle of change. *Bhattacharyya, A., & Ghosh, B. N. (2012). Women in Indian information technology (IT) sector: A sociological analysis. IOSR Journal of Humanities and Social Science*

Boom in IT Sector

The Information Technology (IT) sector has experienced a remarkable boom in recent years, revolutionizing industries, transforming businesses, and shaping the way we live and work. With rapid advancements in technology and the increasing reliance on digital solutions, the IT sector has become a driving force behind innovation, economic growth, and societal transformation. The IT sector encompasses a wide range of activities, including software development, hardware manufacturing, telecommunications, data management, cybersecurity, artificial intelligence, cloud computing, and much more. Its influence extends across various sectors, such as finance, healthcare, education, communication, entertainment, and transportation, permeating every aspect of our daily lives.

The boom in the IT sector has reshaped industries, empowered individuals, and paved the way for a technologically advanced future. With its ever-evolving nature and limitless possibilities, the IT sector continues to drive innovation, create opportunities, and shape the world we live in. Embracing and leveraging the potential of the IT sector is crucial for businesses, individuals, and governments to thrive in the digital age. *Kapur, D. (2002). The causes and consequences of India's IT boom. India review, 1(2), 91-110.*

Women-Friendly HR Practices

Women-friendly HR practices play a crucial role in promoting gender equality within the IT industry. By recognizing and addressing the unique challenges faced by women, these practices help break down barriers that hinder their professional growth and advancement. Moreover, they

contribute to attracting and retaining talented women, fostering a diverse and inclusive workforce that drives innovation and success.

- **Gender Equality:** Women-friendly HR practices aim to address existing gender disparities and create equal opportunities for women in the IT field. By fostering an inclusive work environment, these practices help to eliminate biases, discrimination, and barriers that women often face in their professional journeys.
- **Attracting and Retaining Talent:** Implementing women-friendly HR practices can help organizations attract and retain talented women in the IT industry. When women feel valued, supported, and provided with equal growth opportunities, they are more likely to stay and contribute to the success of the organization in the long term.
- **Work-Life Balance:** Balancing work and personal life can be a challenge for anyone, but women may face additional responsibilities and societal pressure. Women-friendly HR practices seek to create an environment that supports work-life balance by offering flexible work arrangements and family-friendly policies, ultimately improving employee wellbeing and satisfaction.
- **Equal Pay and Promotion:** Ensuring equal pay for equal work is essential to promote gender equality. Implementing transparent and unbiased promotion and compensation policies helps eliminate pay gaps and ensures that women have equal opportunities for growth and advancement in their careers.
- **Flexible Work Arrangements:** Offering flexible work arrangements, such as remote work or flexible hours, enables women to balance professional commitments with personal responsibilities. This practice recognizes that employees have different needs and helps in fostering a positive work-life balance.
- **Paid Maternity and Parental Leave:** Providing sufficient paid maternity and parental leave allows women to take time off to care for their newborns or handle family responsibilities without compromising their career growth. Such policies demonstrate support for women's professional and personal journeys.
- **Mentorship and Sponsorship Programs:** Implementing mentorship and sponsorship programs that pair women with experienced professionals in the company can provide valuable support and guidance. These programs help women navigate their careers, build networks, and access growth opportunities.

- Diversity and Inclusion Training: Conducting regular diversity and inclusion training for all employees helps create awareness and foster an inclusive work environment. By raising awareness about biases and stereotypes, employees can work towards a more inclusive and respectful workplace culture. *Munongo, S., & Pooe, D. (2021). Women-friendly human resource management practices and organizational commitment amongst female professionals. Acta Commercii, 21(1)*

Factors Contributing to Women's Greater Labor-Force Involvement

However, during the 18th and 19th centuries, the industrial boom brought about major alterations, as women sought to enter manufacturing facilities in order to contribute to the mushrooming workforce. Women faced terrible circumstances and long hours when they prior started employment in low-skilled, low-paying professional fields. In the second half of the nineteenth and first half of the twentieth centuries, the woman's suffrage and campaigns for women's rights were critical in pushing for women's equality, particularly the ability to work. As women wrestled for their civic and political liberties, as well they sought after equal employment alternatives. assentation and equal chances to excel. This was a watershed event in history, when women demonstrated their capability and made significant improvements to the war effort. Progress, however, was not without setbacks. Many women were slated to return to conventional duties as homemakers in the postwar era, and cultural expectations frequently hampered their job aspirations. The feminist movement over the decades between the 1960s and 1970s stood for gender equality, resulting in important legislative modifications and workplace changes. The passage of legislation against discrimination and affirmative action programs sought to redress gender disparities while offering comparable possibilities for women in job settings.

Multiple influences have led to women's greater labor-force involvement. One important issue is the shift in society and cultural standards regarding women's roles. Perceptions and expectations about gender roles and women's skills have shifted over time. Women's rights and feminist groups have played critical roles in questioning traditional norms and campaigning for gender equality, allowing women to embark on careers and achieve financial autonomy. Economic issues have significantly influenced women's labor-force participation. With increasing expenses for living and the requirement for two incomes to sustain families, many women have pursued jobs in order to assist financially to boosting their overall standard of life. Financial prospects and the demand for competent workers in diverse sectors have made it possible for women to find work and

demonstrate themselves competently Education breakthroughs and enhanced access to further education have enabled women to seek occupations. As more women obtained access to high-quality education, they developed the skills and information required to enter lucrative occupations and contribute to the labor force. Educational possibilities have enabled women to break free of conventional limitations and realize their full potential in a variety of vocations. *Burke, R. J., Burgess, Z., & Fallon, B. (2006). Organizational practices supporting women and their satisfaction and well-being. Women in Management Review, 21(5)*

Supporting Women's Career Advancement and Re-entry into the Workforce

Statutory improvements and gender equality laws have also played an important influence in increasing women's labor-force inclusion. Combating discrimination regulations, pay disparity bills, and parental leave benefits have all contributed to making the workplace more equitable for women. These statutory structures sought to tackle gender inequities and guarantee that women have the same rights and opportunities in the workplace. On top of that, technical improvements and the expansion of service-oriented businesses have offered new career prospects for women. Branches such as educational institutions, healthcare, business, and technology have witnessed substantial developments as economies have shifted towards knowledge-based markets, giving women with a broader range of professional opportunities.

Women-friendly policies are those geared to eliminate gender bias against women in the workplace, guarantee equitable employment opportunities (EEO) both men and women, or otherwise improve women's conditions of employment. Offering these individuals things like broadened parental leave, versatile possibilities for remote employment, familial health insurance coverage, an embracing kid-friendly civilization, compassionate supervisors and managers can motivate them to be invincible members of entities. Hosting and advertising Women in Leadership Workshops and other networking events will inspire aspiring female leaders to acquire the competence, knowledge, and confidence required to advance in their fields and formally assume leadership positions. The idea of the women friendly HR practices expresses that it is most widely acknowledged in giving women more authority over their lives.

As in a wide aspect it encourages Women's empowerment, which covers a wide range of indicators, including decision-making involvement, the ability to set their own schedules, learning new skills and increasing their level of independence, etc. Women have always been seen as

inferior to men, despite the fact that they are known for taking on a variety of tasks in society. Despite the variety of roles that women do, they have long faced prejudice and been labelled as the “second sex.” In the contemporary business world, there is still discrimination against women, which results in a glass ceiling that prevents women from having access to equal opportunities. Recently, the work community has understood the significance of this source of diversity.

The advent of career advancement results in the employees to showcase their potential in the workspace, pursue their goals and give remarkable contribution to their place of work. An organization must have to practice career advancement policies in order to encourage and engage the workmen. The advanced career settings include better working environment, gender neutral policies, equality and equity, providing opportunity without any biases that ensures better employability according to the knowledge and capability of the worker and without the advent of gender factor.

Remitting to work after a professional sabbatical can be a difficult and complicated process. It could entail updating skills, brushing up on knowledge of the profession, spanning gaps in employment, restoring professional connections, and addressing potential prejudices or stigmas associated with a career pause. Organizations and the community as a whole have recognized the necessity of providing resources, programs, and campaigns specifically tailored for returners to assist individuals in their professional re-entry quest. These efforts seek to smooth the transition, restore confidence, and give opportunity individuals the chance to successfully relaunch their professions. Assistance from a mentor, guidance, opportunities for networking, workplace flexibility, and personalized assistance are frequently included in career re-entry programs to assist individuals in overcoming the problems they may experience during their re-entry procedure. Career re-entry recognizes the specific problems that persons who have taken a hiatus from their careers face, as well as the worth of their talents and experiences. Organizations and society may help persons re-entering the workforce make an effortless transition and tap into a lucrative talent pool by implementing supportive programs and initiatives. Career re-entry is a win-win situation that helps to create a more welcoming, diversified, and dynamic job market.

In conclusion, establishing woman-friendly workplace practices is critical to encouraging gender equality, creating inclusivity, and maximizing women's potential in the workforce. Organisations could foster an atmosphere where women feel respected, backed, and encouraged to thrive by implementing these practises. Organisations that embrace woman-friendly practises are able to

attract and keep top talent, increase staff engagement and efficiency, and establish an excellent track record as an equitable and welcoming employer. Furthermore, organizations that prioritise gender equality help to make society more fair and equitable in general. The initiatives are intended to eliminate the disparity between the career hiatus and current market expectations, as well as to tackle any biases or preconceptions regarding the asset that returners provide to their workplace. In this study it focuses on the awareness and importance of having women friendly human resource practices and the working environment they go through which ensures the employee friendly career re-entry practices and employee retaining processes. *Cabrera, E. F. (2007). Opting out and opting in: understanding the complexities of women's career transitions. Career Development International, 12(3), 218-237.*

1.2 STATEMENT OF THE PROBLEM

The underrepresentation of women in leadership roles within the IT sector is a critical issue that perpetuates gender disparities and hampers their decision-making capabilities and overall impact. Despite advancements in technology and society, women continue to have limited representation in executive, advisory, and other leadership positions. This underrepresentation not only inhibits women's career growth but also results in an imbalance of perspectives within the industry. Moreover, female employees encounter a multitude of challenges throughout their professional journeys. These challenges arise from personal, cultural, social, economic, and organizational factors, which collectively contribute to career stagnation. Such stagnation not only affects individual women's progress but also undermines the industry's potential to benefit from diverse and inclusive decision-making. the study aims to explore and analyse women-friendly HR management practices and policies that organizations provide. These practices are expected to play a pivotal role in mitigating career stagnation and fostering the career development of female employees in the IT sector. By identifying and understanding effective policies and their utilization by women, the study seeks to offer insights into breaking down the barriers that impede women's professional advancement.

This study holds significant importance in addressing gender disparities within the IT sector. Its findings have the potential to guide organizations, policymakers, and stakeholders in designing and implementing strategies that promote gender equality, diversity, and inclusion. By empowering

women in the IT industry, this research contributes to fostering a more balanced and progressive work environment that harnesses the full potential of its human capital.

1.3 SIGNIFICANCE OF THE STUDY

The significance of studying women-friendly HR practices lies in its potential to address gender inequality, promote diversity and inclusion, enhance organizational performance, attract and retain talent, improve employee well-being, and contribute to social progress. The insights gained from this research can inform strategies and initiatives to create a more inclusive and empowering work environment for women in the IT industry and beyond. The study also finds whether the policies provided by the organisation is women friendly and also eliminate the gender disparity. The study is significant from a scholarly standpoint since it adds to the body of knowledge currently known about practises that support women. By investigating personnel' viewpoints, mindsets, and experiences. The study increases our understanding of the potential benefits of women-friendly policies in a corporation as well as the ideas for career development and re-entry policies. It establishes the foundation for further study in the field and serves as a helpful resource for researchers and scholars who are examining the connections between gender, professional growth, and career re-entry opportunities.

1.4 OBJECTIVES

General objective:

- To study the Women Friendly HR Management Practices in IT Sector

Specific Objectives:

- To understand the existing gender sensitive practices in IT sector
- To find out the parity in career advancement opportunities in IT Sector
- To identify the opportunities for career re-entry of women in IT sector

1.5 DEFINITION OF CONCEPTS

Conceptual Definitions:

- **HR practices:** "HR practices encompass the systematic and planned activities undertaken by an organization to ensure that it effectively utilizes its human resources to achieve its strategic objectives." - *Michael Armstrong*
- **Women Friendly HR Practices:** "A range of strategies, policies, and programs aimed at promoting gender equality and enhancing the work experiences of women. These practices may include flexible work arrangements, mentoring and networking opportunities, gender-sensitive recruitment and promotion processes, and initiatives to address the gender pay gap." - *Tanya Bondarouk and Huub Ruël*
- **IT Sector:** "The information technology (IT) sector comprises establishments that provide computer programming, data processing, and other related services, including software publishing, computer systems design, and computer facilities management." - *U.S. Bureau of Labor Statistics (BLS)*

Operational Definitions:

- **HR Practices:** strategies, policies, and activities implemented by the Human Resources department of an organization to effectively manage and develop the organization's human capital. HR practices encompass a wide range of activities that are designed to attract, retain, and develop employees, align their skills and competencies with organizational goals, and create a positive and productive work environment. These practices include various HR functions such as recruitment and selection, onboarding and orientation, performance management, compensation and benefits, training and development, employee engagement, talent management, and employee relations. HR practices are guided by legal requirements, industry best practices, and the organization's values and culture.
- **Women Friendly HR Practices:** Women-friendly HR practices refers to a set of policies, programs, and strategies implemented by organizations to create a supportive and inclusive work environment that addresses the specific needs and challenges faced by women employees. These practices aim to promote gender equality, empower women, and enhance their career development opportunities within the organization. Women-friendly HR practices encompass various aspects, including recruitment and selection processes that ensure equal opportunities for women, providing fair compensation and benefits, offering flexible work arrangements to support work-life balance, implementing policies against gender-based

discrimination and harassment, promoting career development and advancement opportunities for women, providing mentoring and networking programs, and fostering a culture that values diversity and inclusion.

- **IT Sector:** A specific industry that focuses on the development, implementation, and management of information technology (IT) products, services, and systems. It encompasses organizations and professionals involved in activities such as software development, hardware manufacturing, IT consulting, telecommunications, data management, cybersecurity, and digital transformation. The IT sector plays a crucial role in enabling businesses, governments, and individuals to leverage technology for various purposes, including communication, data analysis, process automation, innovation, and decision-making. It involves the design, development, implementation, maintenance, and support of IT infrastructure, software applications, networks, and digital platforms. Key characteristics of the IT sector include continuous technological advancements, rapid innovation cycles, high reliance on skilled professionals, and a globalized nature. The sector is dynamic and constantly evolving, driven by emerging technologies such as artificial intelligence, cloud computing, Internet of Things (IoT), blockchain, and cybersecurity.

1.6 CHAPTERIZATION

- Chapter 1- Introduction which includes Statement of the problem, Significance of the study, Objectives, Definition of concepts and Chapterization.
- Chapter 2- Introduction, Literature Review, Theoretical Model and Conclusion
- Chapter 3- Research Methodology which included Introduction, Title, Scope of the study, Research design, Universe of the study, Sampling design, Sources of data, Tools for data collection, Data collection, Data analysis and Limitations of the study.
- Chapter 4- Analysis and Interpretation.
- Chapter 5- Findings, Suggestions and Conclusion.

CHAPTER-2
LITERATURE REVIEW

2.1 INTRODUCTION

A thorough overview of the current research, experiments, and academic articles pertaining to programs and practices intended to advance gender equality and promote women in work environments may be found in a review of the academic literature on women-friendly policies. In this study, the impact and efficacy of policies that support women are examined in relation to comprehension shortages and fresh perspectives. This review looks at diverse organizational scenarios.

The extraordinary advancements made by women in a variety of fields, notably in the field of working women, have had a significant impact on the evolution and development of society. Women have broken through barriers and defied social expectations throughout history to improve society on a variety of avenues. The extraordinary success accomplished by women in a variety of fields, particularly as qualified individuals, has had a big impact on the development and improvement of civilization. At the same time, women friendly HR practices are becoming increasingly understood to be necessary. Women have become leaders in business, politics, and other fields, exerting influence and promoting change.

Through the advent of various policies all over, women have promoted work-life harmony, diversity, and equal treatment for women via their leadership, fostering conditions where anyone is able to prosper and give their all. Working women have been essential in nourishing and taking care of their family in addition to their professional activities. They have demonstrated tremendous resilience and adaptation in juggling the demands of job and home. Many women have pushed for flexible work schedules, maternity leave laws to enable both sexes to fully participate in both their jobs and family lives. In addition to having a bearing on job prospects, working women have led various cultural and social revolutions. They have advocated for equitable treatment of women and an end to assault based on gender in their fight for equal rights.

Women-friendly HR practices: are programs and tactics used within businesses to advance gender equality, assist women in advancing their careers, and foster an inclusive and encouraging workplace culture. Through diverse policies, programs, and cultural changes, these practices try to address the particular difficulties and barriers experienced by women in the job market. Women friendly HR procedures are crucial for attaining gender equality and realizing women's maximum potential in work environments. Organizations may increase plurality draw in and keep great talent

and enhance overall organizational performance by fostering a culture that values and facilitates women. The perception of women friendly HR practices at the workplace can be understood through the lens of various theories proposed by prominent scholars. There are several theories and frameworks that provide insights into women-friendly HR practices and their impact on gender equality and organizational outcomes.

Men and Women of the Corporation (Rosabeth Moss Kanter) examines the effects of gender dynamics on organizational structures and practices, the book investigates the experiences and difficulties experienced by women in the corporate world. In the book, Kanter questions conventional beliefs about how men and women should behave in the workplace and identifies the obstacles that prevent women from achieving positions of authority, making important decisions, and advancing their careers. She contends that cultural norms and organizational structures frequently support male dominance and maintain gender inequity.

Gender and Organizations (Joan Acker), research has centered on identifying the ways that gender influences organizational structures, behaviors, and disparities at work. The gender assumption in organizations has been questioned by Acker's research, which also emphasizes how gender is a ubiquitous factor in social systems rather than just a personal characteristic. She has critically analyzed how businesses help to create and maintain gender inequity as well as the perpetuation of gendered norms and expectations.

Women Don't Ask: Negotiation and the Gender Divide (Linda Babcock) investigates the contribution of negotiating to the gender pay and professional progression gap. The 2003 publication examines the reasons why women bargain more seldom and more unsuccessfully than males, as well as how this impacts their careers. The economist and researcher Babcock explore the sociological, cultural, and psychological aspects that affect women's unwillingness to negotiate. She disputes the widespread belief that women are fundamentally less forceful or adept at bargaining and contends that the problem is with society standards and gender expectations that prevent women from standing up for their very own objectives. Babcock emphasizes the effects of women's bargaining reluctance by drawing on considerable studies and investigations. She gives examples of the way this hesitation might result in lower initial pay, comparatively less promotions, and less access to chances that can advance one's career. The book clarifies how these differences affect women's ability to succeed financially and professionally.

Cross Talk: Gender and Communication (*Susan Murphy co-authored Pat Heim*) provides tips on how to improve interaction among men and women in a variety of settings, particularly the workplace, this book also investigates the subtleties of gender variations regarding interpersonal communication styles. The writers of this book examine how gender affects dispute resolution, miscommunication, and communication habits. They offer individuals useful techniques and resources to successfully traverse these distinctions, promoting more fruitful and peaceful interactions across genders. The book examines gender-based perspectives on issues like listening preferences, both verbal and nonverbal interaction, decision-making, and settling disputes. It includes advice for enhancing communication skills between genders and gives readers a broader knowledge of how gender effects communication.

IT Sector: Organizations can adopt a number of women-friendly HR practices in the IT sector to assist and empower female employees. It is imperative to encourage gender diversity in the selection and employment procedures. Employers can use tactics like aggressively searching out individuals from underrepresented groups, writing job descriptions that are gender-neutral to draw in a larger application pool, and implementing blind hiring procedures to reduce unconscious bias. Equal opportunity for development and advancement must be provided. Through mentorship and sponsoring programs created specially to help the career progression of women in IT, this can be accomplished. Access to technical as well as executive education can help women advance in the industry by giving them access to educational and professional growth prospects.

For female employees to maintain a healthy work-life balance, work schedules that are flexible must be implemented. This may entail time off for parenting regulations, hours of flexibility, and remote work choices that let women manage their job and personal commitments. Providing these choices can contribute to the development of a welcoming and encouraging workplace. In order to address and prevent harassment and discrimination, a safe and inclusive workplace environment is essential. Organizations should have definite anti-harassment policies in effect, as well as effective reporting and response systems. Establishing an honorable work environment can also be facilitated by periodic workshops as well as awareness initiatives. *Kapur, D. (2002). The causes and consequences of India's IT boom. India review, 1(2), 91-110.*

2.2 REVIEWS

R. Julian Cattaneo, Martha Reavley et.al (1994)- proposed an article called *Women in Management as a Strategic HR Initiative* which introduces the idea of women-friendliness as a yardstick for how welcoming organizations are to women, and it examines the roles played by the human resources department in accomplishing this goal. The position, stature, and perceptions of the HR function, the CEO's perspective on issues affecting women, and the institutionalization of the HRM strategy are all related to distinguishable human resources management techniques according to this study. The study also provides certain views on career development, corporate culture, discrimination, equal opportunities, strategies taken to attain the determined objective, human resource management etc.

Watts A. G, Fretwell David H (2004) – has conducted a study titled *Public Policies for Career Development. Case Studies and Emerging Issues for Designing Career Information and Guidance Systems in Developing and Transition Economies*. In which it examines how public policies might aid career development, with a particular emphasis on developing and transitioning economies. It investigates how career information and counselling systems are designed and implemented in these settings and offers case studies to demonstrate various governmental strategies. The authors stress the significance of career counselling and information systems as essential components of successful career development policies. They emphasize the importance of people having access to precise and thorough information on available careers, educational opportunities, and labor market trends. The article also addresses how guidance systems might support people in developing useful abilities, making informed decisions, and successfully navigating career transitions. The use of technology, online platforms, and digital resources to increase the accessibility and efficiency of career information and advisory services are some of the growing concerns and trends in career development policies that are identified in this study. The authors emphasize how crucial it is to advance fairness and inclusivity in career development programmes, especially for underrepresented and disadvantaged populations.

Helena Knorr (2005)- the author has produced a review on *Factors that Contribute to Women's Career Development in Organizations: A Review of the Literature* tries to figure out the elements that support women's professional advancement within the organizations. It focuses more on the

obstacles and difficulties women experience when trying to advance their careers. By evaluating various scholarly publications on women in the workplace, this paper comparatively seeks to close this gap. The report aims to pinpoint the precise elements that promote women's professional advancement through a thorough analysis of the pertinent literature. The goal of this study is to offer practical advice for developing an environment that supports women's career advancement by analyzing the significance of these findings for organizations and Human Resource Development (HRD) experts. The publication also emphasizes the need for additional study in this field to enhance our comprehension of the elements that support women's professional success.

Pawan S. Budhwar, Debi S. Saini et.al (2005)- the authors had worked on an article titled *Women in Management in the New Economic Environment: The Case of India*, in which examines the status and challenges faced by women in managerial positions within the changing economic environment of India. The writers concentrate particularly on the Indian setting, where business landscape changes brought on by economic reforms and globalization. The investigation into the representation of women in managerial positions examines the barriers to or enablers of their professional advancement. The authors highlight the challenges experienced by women in leadership, particularly stereotypes pertaining to gender, social conventions, concerns with work life balance, limited access to networking and mentorship, and implicit prejudice in organizations, using a combination of empirical data and qualitative analysis. Additionally, they look at how organizational procedures and guidelines affect women's professional advancement. In conclusion, the study paper emphasises the significance of looking at women's management experiences in India's changing economic climate. It covers the challenges women face and offers tactics that businesses may use to promote gender equality and diversity. The research advances our understanding of gender dynamics in the workplace and offers useful advice for businesses looking to foster more welcoming workplaces.

Ronald J. Burke, Zena Burgess et.al (2006) - the authors on their work named *Organizational practices supporting women and their satisfaction and well-being* examine the relationship of the perceived presence of organizational practices designed to support women's career advancement and their work and extra-work satisfaction and psychological well-being. Five organizational practices combined into a composite measure were considered such as- top management support and intervention, policies and resources, use of gender in human resource management, training and development initiatives and recruiting and external relations efforts. The study was concluded

that women who reported more gender-inclusive organizational practices also reported more job and career satisfaction, less psychosomatic symptoms, and less emotional weariness. And also stated that organizational practices had no influence on intention to leave, extracurricular interests, or physical or mental health.

Jennifer N. Demirdjian (2008) – published an article called *Mentors help new moms transition back to work at PricewaterhouseCoopers*, in which the author states how a working mother made an effort to reach out to the new mothers at her office who were still learning how to manage child care duties with their demanding employment in order to encourage and support them. The informal grassroots initiative has now developed into a formal programme that is a component of PricewaterhouseCoopers' broad Work Life portfolio and aids in retaining outstanding women who wish to have both a family and a profession. The author outlines the company's initiatives, such as the Full Circle Program's prolonged leave, to reduce the high turnover rate among reentering mothers. The program's origins, operation, experiences of some of its participants, and how the company is presently making it readily available to its American staff are all covered in the article.

Emilie Helmer, Therese Hjälmmner et.al (2009) – have conducted a study named *Female career development: The importance of networking*, in which it examines if networking can influence women's career development. It is stated in the study that professional success and advancement for women can be influenced by the significance of networking in career growth. Building and sustaining relationships with coworkers, mentors, business experts, and other people who can offer assistance, direction, and opportunities is known as networking as per the research. Access to opportunities, knowledge and information sharing, mentorship and guidance, building a supportive community, recognition and visibility, collaboration and partnership are said to be the key elements in the importance of networking for the career development of women in the working environment. The study concludes that these key elements have to be focused more by the women workers to gain profit in developing their career and to enhance their growth in their respective field of work.

Sundari R, Sathyanarayana P.A. (2012)- the authors conducted a study on *Challenges of Working Women in India - An Analytical View*. In which it describes that in India, working women face a lot more obstacles than their counterparts in other countries. Men in Indian households do not share in the majority of domestic tasks; instead, it is the women's responsibility to prepare meals, clean the home, do the laundry, gardening, wash dishes, get the kids ready for school, etc. Men only completed a small number of tasks which does not be included in the households and

only does that needed to be completed outside the home. Women therefore bear the bulk of the responsibility for managing the family. As far as they served as domestic helpers, it was acceptable for women to do all the chores. If they happen to be working in a stressful setting, they will bring their job with them home to complete their work on scheduled time, which reduces their ability to sleep an additional few hours. Not only does such a lifestyle result in less sleep, but it also increases stress. The family experiences these tensions and grows more irritated as a result and causes issues in relationships. The goal of the study was to point out the obstacles and gauge and the level of influence on working women. Chennai is where the study is being done. A questionnaire was used to gather primary data from women, who work in various industries at various times. According to the survey, female employees find it difficult to stay over their scheduled hours of work and are unwilling to take on the extra responsibility of finishing another people's job. Furthermore, they believe that their spouse's potential to be economically prosperous does not negatively affect his sense of self-worth. The family also expects to play an equal role in bringing about the family's financial success. The influence of domestic constraints on women's careers is stronger; they also believe they are sacrificing their social commitments and that those surrounding them are taking advantage of them while they work. Working with male coworkers, attending business meetings, corporate communication, regulations, and practices are much more difficult than leadership and difficult work.

Manu Melwin Joy, Beena Abbas (2016) – produced a journal named *Gender Equality at Work Place - Implications for Innovative HR Practices in Information Technology Sector*. This study tries to examine whether gender has any influence on perception of innovative human resource practices of employees working in the sector. It also states that globalization has played a crucial role in the development of the information technology industry, which has helped it to flourish and now accounts for 51% of the global market. However, it is important to consider gender concerns in this industry in light of its unique management practices and work culture. According to the content of the study, there is a glaring discrepancy between official corporate policies and real practices, despite the fact that progressive managements and human resource specialists are frequently found in software organizations that understand the value of developing a women's friendly workplace and offering equal opportunity. Women at all levels of the sector experience significant gender inequities as a result of this imbalance said to be. One of the factors that contribute to this disparity is the reluctance or inability of women to work as many hours as their

male counterparts due to marital commitments and family pressures. Research has consistently demonstrated that women in the information technology sector tend to work fewer hours compared to their male colleagues.

Ameratunga Kring S (2017) - on the report *Gender in employment policies and programmes what works for women?* reviews and compiles selected examples of gender-responsive (inclusive) employment policies and programmes that underpin ILO's work, as well as examples of good practice from other organizations, recognizing that collaborate and do partnership on a global scale that will be required to achieve the SDGs. The ILO collaborates with nations that are developing to advance employment, income, and chances for decent livelihoods for all women and men in line with the Sustainable Development Goals particularly SDGs 5 and 8: "Promote sustained, inclusive and sustainable economic growth," "full and productive employment," and "decent work for all women and men."

Sharda Singh, Shirshendu Ganguli et.al (2017) – The research paper titled *Women Workforce Attrition Dynamics in Indian IT/ITES Sector* examines the trends in turnover among women employed in the Indian IT/ITES sector. The major goal is to better understand the elements that affect the attrition of female workers in this particular sector and offer suggestions to organizations for resolving this issue. The study is focused especially on India's IT/ITES industry, which has seen fast expansion yet confronts issues with gender diversity. The authors investigate the numerous reasons that lead to increased attrition rates in women employees compared to their male counterparts and dive into the complexities of attrition dynamics among female employees. The authors also pinpoint the crucial elements that contribute to the attrition of women in the IT/ITES sector by combining qualitative and quantitative research approaches. These problems include issues with work-life balance, discrimination based on gender, few opportunities for career growth, unequal remuneration, and insufficient support networks for women in the workplace. In summary, this research paper sheds light on the attrition dynamics of women in the Indian IT/ITES sector. It examines the factors contributing to higher attrition rates among women employees and provides recommendations for organizations to mitigate these challenges. The findings and recommendations are highly valuable for organizations seeking to create a more inclusive and supportive work environment for women in the IT/ITES sector and promote gender equality in the workforce.

Sarora Omana, Sharma Puja Chhabra (2018)- The authors have conducted a study titled on

Challenges faced by women professionals in seeking job after a career break in IT companies in North India(Delhi/NCR). In this article, several investigations have been conducted made in an effort to determine how much women participate in employment in India and how much they are contributing to the economy of the nation. Their contribution, as shown in these research, is significant but also fraught with difficulties, one of which being professional gaps brought on by personal obligations. Even policy makers have paid little attention to this field, and for such women professionals, welcoming workplaces and legislation have yet to be implemented. This study intends to examine the current situation of women being hired in Indian IT and IT-enabled enterprises after having a career hiatus and focuses on the causes of their career breaks. In DelhiNCR, a survey of fifty female employees found that health concerns, conjugation, parenting, nursing care, and spousal relocating were amongst the main reasons for career breaks. Women pursuing an occupation in this area shortly after a hiatus from work encountered problems such as lower or the same pay scale, health challenges, and the necessity for retraining.

Erin K. Fletcher, Rohini Pande et.al (2018) – have worked on a research paper titled *Women and Work in India: Descriptive Evidence and a Review of Potential Policies* that provides a comprehensive overview of the status of women in the Indian labor market. The paper examines the challenges faced by women in accessing and participating in the workforce and reviews potential policy interventions to address these issues. It also provides a detailed information about women's labor force participation in India, emphasizing its low rates when compared to men's. It examines elements that contribute to women's underrepresentation in the workforce, such as cultural norms, limited access to education and skill development, societal limitations, and gender-based discrimination. The gender wage gap in India is also examined in this research, highlighting the differences in incomes between men and women. It talks about things that contribute to the wage disparity, like occupational segregation, difficulty getting high-paying positions, and discrimination. The predominance of women's employment in the unorganized economy and as independent contractors is another area of study in this research. The difficulties and vulnerabilities of self-employment and informal work are discussed, including the lack of social security, restricted access to benefits, and low wages. Rules governing child care assistance and maternity leave in India is also a study. It talks on how women can manage work and family obligations by having access to cheap, high-quality childcare facilities and workplace flexibility. The relevance of education and skill development for women's economic empowerment is emphasized in the

article. It emphasizes the necessity of policies and activities that support girls' education, offer chances for vocational training, and improve women's access to skill-development programmes.

Radhika Kapur (2019) - on her essay named *Challenges Experienced by Women Employees in Career Development in India* discusses the different issues that women encounter in the workplace as well as the primary causes of career stagnation. Included in the essay are chores around the house, obligations to one's family, gender bias, a lack of good mentoring, skills and capacities, and occasionally the required qualifications. And concludes that these factors which occur in the day to day life of women those who are also working and to put obstacles in the way of their professional advancement.

Shlesha Singh, Mrinalini Pandey (2019)- the authors published a paper on *Women-friendly policies disclosure by companies in India* to understand the significance that companies give to women-friendly policies and practices. The scope of women-friendly policies disclosed by the top 83 Bombay Stock Exchange listed corporations in India are also examined in this study. To ascertain the extent of disclosure, the annual reports of each organisation during a three-year period are examined using the content analysis method. According to the findings, the sexual harassment policy and the maternity leave special committee are the items that have received the greatest disclosure. Policies including job sharing, cafeteria benefit plans, and differential referral reward programmes have often been disregarded by businesses. Additionally, it was shown that corporations have been disclosing their women-friendly policies more frequently during the past three years.

Laura Jones (2019)- on her research paper *Women's Progression in the Workplace* provide an overview of the gender divide in progression in the workplace and understand what is known about the barriers and facilitators of women's progression. The study also made critical review and synthesize the evidence on which organizational policy interventions have been demonstrated to be successful in improving women's progression in the workplace. It also identified possible untested organizational interventions which the evidence suggests which was successful.

Dr. Rajesh Kumar Pramanik (2020) - The author has conducted a study titled on *Challenges Faced by Women Workers in India* that focuses on to identify the factors preventing women employees from aspiring for higher Post and challenges & problems faced by women workers. India is a traditional nation with a variety of cultures, religions, and customs. In India, a woman's role is primarily domestic and restricted to family matters. In some instances, women can work as

nurses, doctors, teachers, or in other nurturing and loving professions. However, preference will be given to a guy with a similar level of qualification, even if there are highly competent women engineers, managers, or geologists available. Additionally, the study makes an effort to clarify the primary issues facing working women while also attempting to illustrate the actual situation of Indian working women. The goal of the study is to analyse the as of yet unresearched issue of Indian working women juggling their personal and professional lives. Numerous factors, including the size of the family, the age of the children, the number of hours worked, the degree of social support, etc., have been studied.

Farha Naz Khan, Neeraj Sehrawat et.al (2021) - on a study titled *The Impact of HR Practices on Perceived Gender Sensitivity and Gender Bias: A Multilevel Analysis of Hotel Industry*, which measures gender sensitivity by applying multilevel modeling in hotel industry with a twofold objective: to identify explanatory predictors at the organizational level as well as to check whether insensitivity is the result of inherent bias in the industry at the individual level. The discrimination against women which exists in the modern corporate world and factors which plays a major role in creating a glass ceiling that limits women from enjoying equal opportunities as such men is also studied and analyzed in this study. And thus, the study came to a conclusion that gender sensitivity aids is a probable solution for facilitating female talent in an organization.

2.3 THEORETICAL MODEL

Glass Ceiling (Marilyn Loden) identify the unspoken obstacles that stop women from rising to positions of authority of greater management and decision-making within organizations. The theory argument contends that despite improvements in programs for diversification and gender parity, systemic and cultural barriers continue to prevent women from moving up the corporate ladder. These obstacles may include discrimination based on gender, stereotypes, lack of utilization of connections and opportunities, unfair compensation, and underrepresentation in positions of high leadership.

Intersectionality theory (Kimberlé Crenshaw) In order to address the shortcomings of single-axis methods to understanding and alleviating social injustice, particularly in respect to race and gender, Crenshaw created the notion in the late 1980s. The intersecting reality hypothesis acknowledges that people encounter numerous linked types of inequality and prejudice, including those based on ethnicity, gender, class, sexual preference, and more. It emphasizes how someone's life experiences

and the many forms of benefit or adversity they might encounter are shaped by these overlapping identities and social categories. Crenshaw's work highlighted the importance of taking into account the particular struggles and hardships experienced by those who identify with several marginalized groups. Due to the interconnections of race and gender, for instance, a Black woman's perspectives may be somewhat distinct from those of a White woman or a Black male.

Work-Life Balance Theory (Ellen Ernst Kossek) emphasizes the value of establishing welcoming work environments that permit staff members to successfully combine their personal and professional life. and also researched how work-life balance affects productivity, enjoyment at work, and organizational results. The theory by Ellen Ernst Kossek has application for HR experts and businesses looking to create successful work-life balance procedures. Her work emphasizes the advantages of flexible work schedules, the necessity of inclusive policies that take into account the demands of a varied workforce, and the contribution of organizational culture to the promotion of integrating work and personal lives.

Tokenism Theory (Rosabeth Moss Kanter) refers to the practice of having a small percentage of people from underrepresented groups-like women or ethnic minorities in organizations in order to provide the impression of diversity. They might not, however, bring about real change or fair possibilities for advancement. The difficulties experienced by those in token positions and the effects of tokenism on their experiences within organizations are explored in Kanter's research on tokenism. She draws attention to the possible drawbacks of tokenism, such as increased pressure and visibility, loneliness, restricted access to networks and resources, and greater scrutiny or prejudices.

2.4 CONCLUSION

In conclusion, the literature review on women-friendly HR practices underscores the significance of creating inclusive and supportive work environments to promote gender equality. The reviewed studies highlight the positive impact of these practices on attracting and retaining talented women, enhancing employee satisfaction, and improving organizational performance. Key aspects such as recruitment, flexible work arrangements, mentoring, equal pay, and work-life balance are found to be crucial in fostering a diverse and inclusive workforce. However, challenges such as cultural norms and biases need to be addressed, and organizational commitment and leadership support are vital for successful implementation. The findings emphasize the importance of ongoing efforts,

policy reform, and evaluation to ensure the sustainability of these practices. Overall, the literature review underscores the importance of women-friendly HR practices in creating equal opportunities and supporting women's career advancement, while calling for continued research and collaboration to drive positive change in organizations worldwide.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION TO METHODOLOGY

Research methodology is a vital component of any scientific study, serving as the foundation for acquiring reliable and valid data to answer research questions and achieve research objectives. It involves a systematic approach and a set of techniques and tools designed to guide researchers through the process of data collection, analysis, and interpretation. A well-designed research methodology is essential for ensuring the credibility and rigor of the study, thereby contributing to the advancement of knowledge in a particular field. The choice of research methodology depends on the nature of the research questions, the type of data required, and the scope of the study. It encompasses various research designs, data collection methods, sampling techniques, and data analysis procedures, each tailored to suit the specific objectives of the investigation. This research methodology section is intended to provide transparency and clarity in the research process, allowing readers to assess the validity and reliability of the findings and draw meaningful conclusions from the study's outcomes.

3.2 TITLE OF THE STUDY

Women Friendly HR Management Practices: A Study in IT Sector

3.3 SCOPE OF THE STUDY

The study includes various aspects of women-friendly HR management practices, such as recruitment and selection strategies, career development programs, work-life balance initiatives, mentoring and sponsorship programs, equal pay policies, and flexible work arrangements. These practices are crucial in creating an inclusive and supportive work environment that fosters gender equality and enables women to thrive in their careers. The study will be conducted within the context of the IT sector, which is known for its rapid growth, technological advancements, and increasing demand for a diverse and skilled workforce. The IT sector poses unique challenges and opportunities for women, and therefore, it is essential to explore the specific HR practices that can address gender disparities and promote gender equality in this industry.

The research will involve collecting primary data through surveys, interviews, and focus groups from both employees and HR professionals working in various IT organizations. The data will be analyzed using appropriate statistical methods and qualitative analysis techniques to identify patterns, trends, and correlations related to women-friendly HR practices and their impact on gender equality outcomes.

3.4 RESEARCH DESIGN

Research design refers to the general strategy picked to bring together the many elements of the analysis in a logical and consistent way, indicating that the research problem is successfully resolved. It provides the framework for data processing, computation, and research. The research design is the structure of the researcher's selected testing methodologies and approaches. Cross-sectional design was employed in this investigation. The cross-sectional approach is one of the most well-known and often employed research designs. In this kind of study, either the entire population or a portion of it is chosen, and information is gathered from the chosen participants to aid in addressing research concerns at a specific point in time. The primary aim of this research design is to investigate the relationship between women-friendly HR practices and gender equality outcomes in the IT sector.

3.5 UNIVERSE OF STUDY

The inclusion criteria that the researcher used to conduct their study is referred to as the universe of the study, i.e. those who meet the researcher's similar requirements. For this study, the Universe is IT sector employees.

3.6 UNIT OF STUDY

The unit of study for the study is an IT employee.

3.7 SAMPLING DESIGN

The research study utilized simple random sampling as the method to select responses from the population. Simple random sampling will be used to select the organizations for the study. In simple random sampling, each organization in the population has an equal chance of being selected. This will ensure that the sample represents the diversity of organizations implementing women friendly HR practices.

SAMPLE SIZE: The term "sample size" refers to the volume of data gathered, or the number of data gathered using the researcher's data collecting method. The researcher was able to gather data for this study from 75 employees working in the IT sector.

3.8 SOURCES OF DATA

PRIMARY DATA

Primary data refers to the information that has been gathered directly by the researcher. Primary data was collected directly by administering the questionnaire designed by the researcher.

SECONDARY DATA

Secondary data was collected by the researcher from newspapers, journal articles, internet and magazines.

3.9 TOOLS FOR DATA COLLECTION

Tool refers to the instruments or methods the researcher used to gather information from respondents. The researcher decided to use a questionnaire to gather information from the respondents for this study. A questionnaire is a type of research tool that asks respondents a series of questions or provides additional prompts in order to collect data from them. For this study, the researchers designed a questionnaire which consisted of 31 questions graded on a 4-point Likert scale and also included the demographic profile of the respondents.

3.10 DATA COLLECTION

The researcher used the questionnaire and administered in the form of Google Forms to collect the primary data from the respondents.

3.11 DATA ANALYSIS

Data was analyzed using the Statistical Package for Social Sciences (SPSS) which is a software package used for statistical analysis.

3.12 LIMITATIONS OF THE STUDY

- Responses may be skewed since there is a chance that respondents will find out the responses quickly without going through the questions due to their tight work schedule.
- The study may have a relatively small sample size, which can limit the generalizability of the findings. Additionally, the sample may not fully represent the diversity within the IT sector, including variations in company sizes, geographic locations, and organizational structures. This may affect the extent to which the findings can be applied to the entire IT industry.

- Due to the cross-sectional nature of the study design, it may be challenging to establish causal relationships between women-friendly HR practices and gender equality outcomes. Other external factors and variables that are not accounted for in the study may influence the observed relationships.

CHAPTER 4

DATA ANALYSIS

AND

INTERPRETATION

4.1 ANALYSIS

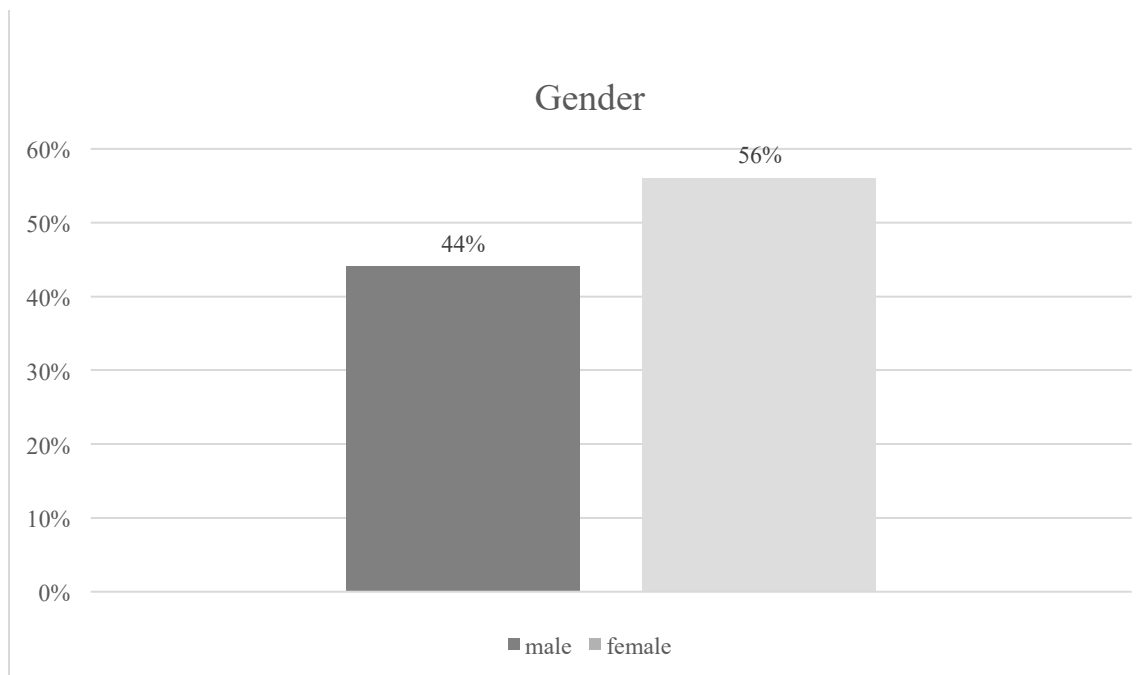
This chapter deals with the analysis of data. The data analysis of this study was done quantitatively with the help of Statistical Package for Social Sciences (SPSS). The data was collected from IT employees using a questionnaire. This chapter includes the demographic profile of the respondents and the analysis of data based on the objectives.

4.2 DATA ANALYSIS OF DEMOGRAPHIC VARIABLES

Demographic data represents the information of a specified group based on particular identified factors. For this research, the demographic factors considered are gender, age, marital status, educational qualification, experience and type of employment of the participant.

4.2.1 Gender Distribution of respondents

Fig no: 4.2.1

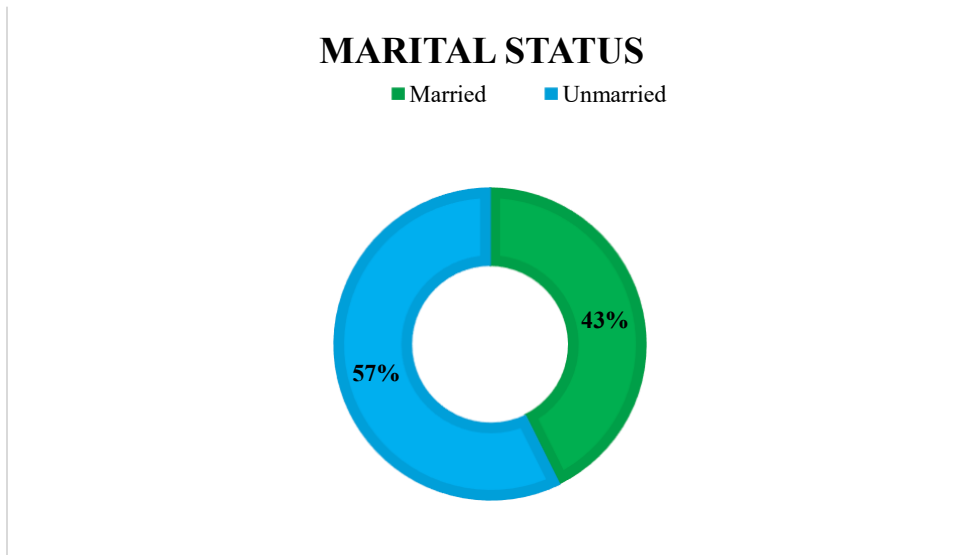


Source: Primary Data

The fig 4.2.1 represents the gender distribution from the sample collected. Out of the total 75 respondents, 42 (56.0%) identified as female and 33 (44.0%) identified as male. Based on the data, it can be inferred that the sample consists of a slightly higher proportion of female participants (56.0%) compared to male participants (44.0%). However, it is important to note that these percentages are specific to the sample and may not necessarily reflect the gender distribution in the entire population.

4.2.2 Marital status distribution of respondents

Fig no: 4.2.2



Source: Primary Data

The provided data represents the marital status distribution in the sample. Out of the total 75 respondents, 43 individuals (57.3%) reported being unmarried, while 32 individuals (42.7%) reported being married. Based on the data, it can be observed that a larger proportion of the participants in the sample are unmarried (57.3%) compared to those who are married (42.7%). However, it is important to note that these percentages represent the sample and may not necessarily reflect the marital status distribution in the entire population.

4.2.3 Age distribution of respondents

Table no: 4.2.1

AGE GROUP	FREQUENCY	PERCENTAGE
18 - 25	36	48.0%
25 - 35	28	37.3%
35 - 45	8	10.7%
45 and Above	3	4.0%

The table shows the age categorization of the respondents that have participated in the study. The age group was divided into four categories:

- 18 - 25 age group
- 25 – 35 age group
- 35 - 45 age group
- 45 and above age group

From the table it is analyzed that the age group 18 – 25 shares the more percentage of 36 in number from the total 75 respondents. The age group categorized as 45 and above has the lowest number of respondents' rate, which is 4% of the total 75 respondents. The age categorization plays a role in determining the mentality and the adaptability to changing practices and the approach to the social issues. The percentage of respondents from the age group 25-35 is 37.3%, which is 28 of the total participants of the study is included in this category. The number of respondents from the age group 35 – 45 is 8 and the percentage is 10.7%.

4.2.4 Education level distribution of respondents

Table no: 4.2.2

Educational Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Plus two	0	0	0	0
UG	13	17.3	17.3	17.3
PG	41	54.7	54.7	72.0
Professional Course	21	28.0	28.0	100

The data represents the distribution of educational qualifications among the respondents. Out of the total 75 participants, 13 individuals (17.3%) reported having an undergraduate (UG) qualification, 41 individuals (54.7%) reported having a postgraduate (PG) qualification, and 21 individuals (28.0%) reported having a professional course qualification. The frequency column

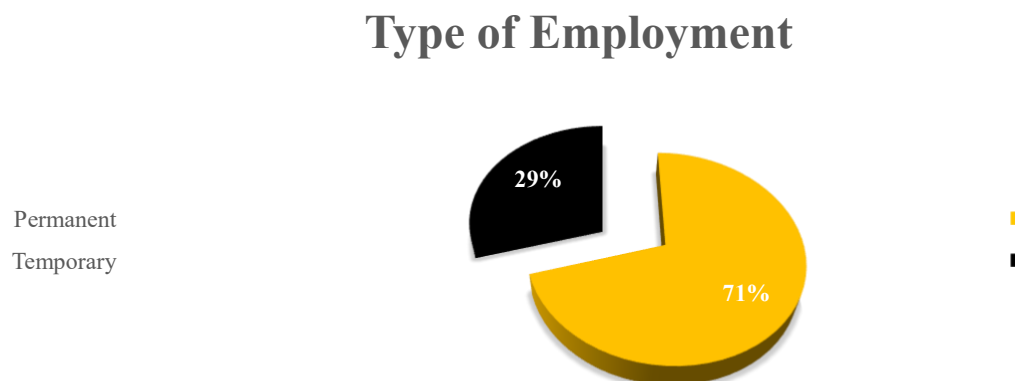
shows the number of participants in each category, while the percent column indicates the proportion of participants in relation to the total sample size.

The valid percent column represents the percentage of participants within each educational qualification category, excluding any missing or invalid responses. The cumulative percent column displays the cumulative percentage of participants as each category is summed. Based on the data, it can be observed that the majority of participants (54.7%) have a postgraduate qualification, followed by those with a professional course qualification (28.0%). Participants with an undergraduate qualification represent the smallest proportion (17.3%) in the sample.

The distribution of educational qualifications provides insights into the academic background of the participants. Overall, understanding the educational qualifications of the participants helps in contextualizing the findings and assessing the level of educational attainment among the respondents in the study.

4.2.5 Type of employment distribution of respondents

Fig no:4.2.3



The data provided represents the distribution of employment types among the respondents. Out of the total 75 participants, 53 individuals (70.7%) reported having permanent employment, while 22 individuals (29.3%) reported having temporary employment. Based on the data, it can be observed that the majority of participants (70.7%) have permanent employment, while a smaller proportion (29.3%) have temporary employment. The distribution of employment types provides insights into

the employment status of the participants in the study. It indicates that a significant portion of the participants have permanent employment, which typically implies more stability and long-term job security. On the other hand, a smaller proportion of participants have temporary employment, which may be associated with short-term contracts or project-based work.

Understanding the employment types of the participants can be valuable in analyzing the impact of employment status on various aspects, such as job satisfaction, career development, or organizational commitment. It can also provide context for evaluating the general employment landscape within the studied population.

4.2.6 Experience wise distribution of respondents

Table no:4.2.3

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2	39	52.0	52.0	52.0
	2-4	19	25.3	25.3	77.3
	above 5	17	22.7	22.7	100.0
	Total	75	100.0	100.0	

The data provided represents the distribution of participants based on their years of experience. The respondents were categorized into three groups: 0-2 years of experience, 2-4 years of experience, and above 5 years of experience. Out of the total 75 participants, 39 individuals (52.0%) reported having 0-2 years of experience, 19 individuals (25.3%) reported having 2-4 years of experience, and 17 individuals (22.7%) reported having more than 5 years of experience. The frequency column shows the number of participants in each experience category, while the percent column indicates the proportion of participants in relation to the total sample size. The valid percent column represents the percentage of participants within each experience category, excluding any

missing or invalid responses. The cumulative percent column displays the cumulative percentage of participants as each category is summed.

Based on the data, it can be observed that the majority of participants (52.0%) have 0-2 years of experience, indicating a relatively young or entry-level workforce. A significant proportion (25.3%) of participants have 2-4 years of experience, suggesting a growing mid-level professional group. Additionally, a smaller proportion (22.7%) of participants have more than 5 years of experience, representing a more experienced or senior segment of the participants.

4.3 ANALYSIS OF MEANS WITH VARIABLES

The mean provides a framework for envisioning what could be, allowing researchers to transcend the limitations of existing knowledge and explore new possibilities. Integrating the concept of the mean into research methodologies presents a promising avenue for advancing scientific investigations. This innovative approach allows researchers to delve into new areas, make predictions, and strive for optimal outcomes. By embracing this, we can revolutionize the research landscape, stimulating imagination, and facilitating groundbreaking discoveries. This proposal aims to examine the practical implications and advantages of incorporating the mean across diverse fields, fostering interdisciplinary cooperation, and pushing the frontiers of scientific understanding.

4.3.1 Response on Understanding the Existing Gender Sensitive Practices

Mean Range: 1.00- 1.75= Strongly Disagree, 1.76-2.50= Disagree, 2.51-3.25=Agree,

3.26-4.00= Strongly Agree

Table no: 4.3.1 Mean Table on Understanding Existing Gender Sensitive Practices

Sl. No	Understanding Existing Gender Sensitive Practices	Mean
1.	The organization have a policy for equal payment for equal work	3.5
2.	The organization assert equal opportunities to women for midcareer skill/knowledge upgradation	3.38
3.	The organization have a policy for promotion that ensures equal opportunity	3.38
4.	Have a feel that women availing the provisions for paid leave for maternity come without any repercussions on their career	3.2
5.	The organizations policies are favourable to recruit mid-career breaks owing to family requirements	3.13
6.	There is disparity of employment between men and women	2.1
7.	The organization encourage women to join professional bodies	3.32
8.	The organization give more priority to female candidates with no family responsibility	2.2
9.	There is less respect and recognition of female employees	1.7
	Understanding Existing Gender Sensitive Practices	2.878888889

Understanding the Existing Gender Sensitive Practices in the IT sector and their corresponding mean scores are as follows:

1. The organization have a policy for equal payment for equal work: Mean Score= 3.5 (high)

2. The organization assert equal opportunities to women for mid-career skill/knowledge upgradation: Mean Score= 3.38 (high)
3. The organization have a policy for promotion that ensures equal opportunity: Mean Score= 3.38 (high)
4. Have a feel that women availing the provisions for paid leave for maternity come without any repercussions on their career: Mean Score = 3.2 (moderately high)
5. The organizations policies are favorable to recruit mid-career breaks owing to family requirements: Mean Score = 3.13 (moderately high)
6. There is disparity of employment between men and women: Mean Score = 2.1 (moderately less)
7. The organization encourage women to join professional bodies: Mean Score= 3.32 (high)
8. The organization give more priority to female candidates with no family responsibility: Mean Score = 2.2 (moderately less)
9. There is less respect and recognition of female employees: Mean Score = 1.7 (less)

By calculating the average of the mean scores, the overall regarding Understanding the Existing Gender Sensitive Practices in the IT sector among the respondents is found to be **2.878888889** which falls within the "moderately high" range.

These findings suggest that, on average, the employees surveyed have a positive response to Understand the Existing Gender Sensitive practices in the IT Sector. Also, it indicates that the participants perceive the organization as having favorable policies and practices that promote gender equality and support the professional growth and well-being of women employees.

4.3.2 Response on Parity in Career Advancement

Mean Range: 1.00- 1.75= Strongly Disagree, 1.76-2.50= Disagree, 2.51-3.25=Agree, 3.26-4.00= Strongly Agree

Table no: 4.3.2 Mean Table on Parity in Career Advancements

Sl. No	Parity in Career Advancement	Mean
1.	Women employees possess problem-solving capabilities at par with their male colleagues	3.09
2.	In the organization women employees are entrusted with less challenging tasks in the team	1.97
3.	As a team member, a woman leading the team creates more harmony, more understanding regarding challenges.	2.89
4.	Female employees are provided as equally competent as their male colleagues regarding software tools and technologies.	3.28
5.	Women and their input are valued as much as their male counterparts in the team	3.42
6.	Long working hours are challenging for women compared to men considering her role in the Indian family setup	2.81
7.	Travel at odd hours is challenging for women compared to men considering safety issues in our society.	2.97
8.	Women are limited by their family obligations in pursuing any mid-career skill enhancement course.	2.66
9.	In the organization women mostly forgo important travelling due to family obligations.	2.57
10.	The organization has a biased performance evaluation process.	1.84
11.	Women lack mentors and training opportunities in the organization.	1.85
12.	The organization have low proportion of females in senior management positions.	2.42
	Parity in Career Advancement	2.6475

Finding the Parity in Career Advancement in the IT sector and their corresponding mean scores are as follows:

1. Women employees possess problem-solving capabilities at par with their male colleagues: Mean Score = 3.09(high)
2. In the organization women employees are entrusted with less challenging tasks in the team: Mean Score = 1.97 (low)
3. As a team member, a woman leading the team creates more harmony, more understanding regarding challenges: Mean Score = 2.89 (high)
4. Female employees are provided as equally competent as their male colleagues regarding software tools and technologies: Mean Score = 3.28 (High)
5. Women and their input are valued as much as their male counterparts in the team: Mean Score= 3.42 (High)
6. Long working hours are challenging for women compared to men considering her role in the Indian family setup: Mean Score = 2.81 (high)
7. Travel at odd hours is challenging for women compared to men considering safety issues in our society: Mean Score = 2.97 (high)
8. Women are limited by their family obligations in pursuing any mid-career skill enhancement course: Mean Score= 2.66 (high)
9. In the organization women mostly forgo important travelling due to family obligations: Mean Score = 2.57 (high)
10. The organization has a biased performance evaluation process: Mean Score =1.84 (low)
11. Women lack mentors and training opportunities in the organization.: Mean Score = 1.85 (low)
12. The organization have low proportion of females in senior management positions: Mean Score=2.42 (low)

By calculating the average of the mean scores, the overall regarding Parity in Career Advancement in the IT sector among the respondents is found to be 2.6475 which falls within the " high" range. The responses indicate a generally positive perception of gender equality and fairness in the workplace, with participants recognizing the capabilities and contributions of women while acknowledging certain challenges they may face due to societal and family expectations. This also

indicates that, on average, the participants perceive a level of parity in career advancement between men and women in the organization.

The mean range that agrees on the Parity in Career Advancement showcases the better workplace equality. The workers perceive a sense of equality and chances for career advancement with equal representation in the workplace, equal recognition and equally competent.

4.3.3. Response on Opportunities of Career Re-Entry

Mean Range: 1.00- 1.75= Strongly Disagree, 1.76-2.50= Disagree, 2.51-3.25=Agree, 3.26-4.00= Strongly Agree

Table no: 4.3.3 Mean Table on Opportunities of Career Re-Entry

Sl no:	Opportunities of Career Re-Entry	Mean
1.	The organization give preferences to women who had career break to join the profession.	2.76
2.	Career re-entry process is very easy in the organization	2.81
3.	The organization give opportunities to join the same designation after the career break.	2.92
4.	The organization have policies that encourages women to continue in their career without taking a break.	3.12
	Opportunities of Career Re-Entry	2.9025

Identifying the Opportunities of Career re-entry in the IT sector and their corresponding mean scores are as follows:

1. The organization give preferences to women who had career break to join the profession:
Mean Score = 2.76 (high)
2. Career re-entry process is very easy in the organization: Mean Score = 2.81 (high)

3. The organization give opportunities to join the same designation after the career break:
Mean Score = 2.92 (high)
4. The organization have policies that encourages women to continue in their career without taking a break: Mean Score = 3.12 (high)

The participants' average rating for the statements related to opportunities of career re-entry is 2.9025, which falls under the “moderately high” category. This indicates that, on average, the participants perceive the organization to provide favorable opportunities for career re-entry for women. It states that the organization prioritize and give preferences to women who have taken a career break when rejoining the profession and perceive the organization's career re-entry process to be relatively easy and supportive for women.

The participants' responses indicate a positive perception of the organization's efforts in providing opportunities for career re-entry for women. They perceive the organization to prioritize women who have taken a career break, offer an easy re-entry process, provide opportunities at the same designation, and have supportive policies to encourage women to continue their career without breaks. These findings suggest a favorable environment for women seeking to rejoin the workforce after a career break.

4.4. LEVINE'S T TEST WITH VARIABLES

4.4.1 Gender With Existing Gender Practices

Table no:4.4.1

Group Statistics			
	Gender	N	Mean
The organization have a policy for equal payment for equal work.	female	42	3.31
	male	33	3.76
The organization assert equal opportunities to women for mid-career skill/knowledge up gradation.	female	42	3.29
	male	33	3.52
The organization have a policy for promotion that ensures equal opportunity.	female	42	3.17
	male	33	3.67
Have a feel that women availing the provisions for paid leave for maternity come without any repercussions on their career.	female	42	3.05
	male	33	3.39
The organization's policies are favorable to recruit women after mid-career breaks owing to family requirements.	female	42	2.93
	male	33	3.39
There is disparity of employment between men and women	female	42	2.9
	male	33	2.88
The organization encourage women to join professional bodies.	female	42	3.19
	male	33	3.48
The organisation give more priority to female candidates with no family responsibility	female	42	2.86
	male	33	2.73
There is less respect and recognition of female employees.	female	42	3.21
	male	33	3.39

The table shows the mean scores for various statements related to gender-sensitive practices and perceptions within the organization, broken down by gender (female and male). The responses are measured on a scale, where higher scores indicate a more positive perception of gender-sensitive practices.

Interpretation of the data: The study assessed perceptions of gender-sensitive practices within the organization across various aspects. Overall, both female and male employees have a generally positive perception of the organization's commitment to gender equality and equitable practices.

However, some nuanced differences emerge in their perceptions. In areas such as equal payment for equal work, equal opportunities for mid-career skill enhancement, encouragement to join professional bodies, and respect/recognition for female employees, both genders appear to share positive views, with males showing slightly higher mean scores. Nonetheless, the data reveals notable divergences in viewpoints. Females express comparatively lower confidence in policies related to maternity leave repercussions, re-entry after mid-career breaks, and priority for female candidates without family responsibilities. Moreover, disparities in perceptions become evident in promotion opportunities, with females perceiving a somewhat less favorable policy compared to their male counterparts. The findings underscore the importance of further investigation and possible intervention to ensure a more comprehensive understanding of gender dynamics and to address potential inequalities within the organization's practices.

In conclusion, the study's findings highlight a generally favorable perception of gender-sensitive practices within the organization among both female and male employees. However, distinct variations in viewpoints exist, particularly regarding aspects such as maternity leave policies, re-entry after career breaks, and promotion opportunities. These disparities could serve as crucial indicators for the organization to focus on, fostering deeper analysis and rectification of potential gender-related concerns. By addressing these variations and embracing a holistic approach to gender equality, the organization can strive to enhance its gender-sensitive practices and ensure a more inclusive and equitable work environment for all employees.

4.4.2 Gender With Parity in Career Advancements

Table no 4.4.2

Group Statistics			
	Gender	N	Mean
Women employees possess problem-solving capabilities at par with their male colleagues.	female	42	3.17
	male	33	3
As a team member, a woman leading the team creates more harmony, more understanding regarding challenges.	female	42	3.02
	male	33	2.73
In the organization women employees are entrusted with less challenging tasks in the team.	female	42	2.9
	male	33	3.18
	female	42	3.19

female employees are perceived as equally competent as their male colleagues regarding software tools and technologies.	male	33	3.39
Women and their input are valued as much as their male counterparts in the team.	female	42	3.36
	male	33	3.52
Long working hours are challenging for women compared to men considering her role in the Indian family setup.	female	42	2.52
	male	33	2.21
Travel at odd hours is challenging for women compared to men considering safety issues in our society.	female	42	1.88
	male	33	2.21
Women are limited by their family obligations in pursuing any mid-career skill enhancement course.	female	42	2.24
	male	33	2.45
In the organization women mostly forgo important traveling due to family obligations.	female	42	2.38
	male	33	2.48
The organization has a biased performance evaluation process.	female	42	3.21
	male	33	3.27
Women lack mentors and training opportunities in the organization	female	42	2.9
	male	33	3.45
The organization have low proportion of females in senior management positions.	female	42	2.5
	male	33	2.67

The table shows the mean scores for various statements related to perceptions and experiences of women employees within the organization, compared to their male counterparts. The responses are measured on a scale, where higher scores indicate a more positive perception or experience.

Here's a summary and interpretation of the data:

The study delves into the perceptions of women employees in the organization compared to their male counterparts across a range of factors. The findings indicate a mixed landscape of viewpoints on gender-related aspects. Both genders generally acknowledge the problem-solving capabilities of women, although females tend to rate this attribute slightly higher. Women leaders are seen to foster greater harmony and understanding in teams by female respondents, while male respondents hold a relatively lower perspective. A perceived disparity emerges in task allocation, with females perceiving a trend of being assigned less challenging roles within teams. The competence of female employees regarding software tools and technologies is acknowledged by both genders, with males

showing a slightly more positive stance. Moreover, a consensus is reached on the value of women's input in teams, though males exhibit a marginally higher mean score.

The study also uncovers challenges faced by women employees, including the struggle with long working hours due to family obligations, as per female respondents. Similarly, traveling at odd hours poses greater difficulties for women, driven by safety concerns. Family obligations are perceived to constrain women more in pursuing mid-career skill enhancement courses and participating in essential travel opportunities. The data suggests concerns about biased performance evaluation processes and a lack of mentors and training opportunities, particularly from female respondents. Moreover, the organization's low representation of females in senior management roles is recognized by both genders, with females registering a slightly lower mean score. In essence, the study presents a comprehensive picture of both positive and negative perceptions surrounding gender-related issues in the workplace, thereby offering valuable insights to the organization for enhancing inclusivity and fairness across various facets of employment.

4.4.3 Gender with Opportunities in Career Re-Entry

Table no 4.4.3

Group Statistics			
	Gender	N	Mean
The organization have policies that encourages women to continue in their career without taking a break	female	42	2.98
	male	33	3.3
The organization give opportunities to join the same designation after the career break	female	42	2.81
	male	33	3.06
Career re- entry process is very easy in the organization	female	42	2.79
	male	33	2.85
The organization give preferences to women who had career break to join the profession	female	42	2.81
	male	33	2.7

The table shows the mean scores for various statements related to the organization's policies and practices regarding women's career continuity and career re-entry after a break. The responses are measured on a scale, where higher scores indicate a more positive perception or experience.

Here's a summary and interpretation of the data:

The study scrutinizes perceptions regarding the organization's policies related to women's career continuity and re-entry after breaks, highlighting key gender-related disparities. The findings unveil that female employees view the organization's policies aimed at encouraging career

continuity without breaks less favorably than their male counterparts. Similarly, females perceive relatively fewer opportunities to rejoin with the same designation after a career hiatus, indicating a possible gap in re-entry provisions. However, both genders concur on the relative ease of the career re-entry process itself. In terms of preferences, women returning after career breaks are perceived to receive less consideration by the organization according to female respondents, while males hold a slightly more positive view.

The data collectively indicates that there might be substantial room for improvement within the organization's policies and practices concerning women's career continuity and re-entry. The findings underscore the significance of addressing these gender-specific discrepancies to foster a more equitable and supportive work environment. By recognizing these gaps and implementing targeted strategies, the organization can enhance its support for women's career progression, mitigate biases, and create an environment that effectively promotes gender diversity and inclusion.

4.4.4 Marital Status with Existing Gender Practices

Table no: 4.4.4

Group Statistics			
	Marital status	N	Mean
The organization have a policy for equal payment for equal work.	unmarried	43	3.58
	married	32	3.41
The organization assert equal opportunities to women for mid-career skill/knowledge up gradation.	unmarried	43	3.4
	married	32	3.38
The organization have a policy for promotion that ensures equal opportunity.	unmarried	43	3.37
	married	32	3.41
Have a feel that women availing the provisions for paid leave for maternity come without any repercussions on their career.	unmarried	43	3.14
	married	32	3.28
The organization's policies are favourable to recruit women after mid-career breaks owing to family requirements.	unmarried	43	2.98
	married	32	3.34
There is disparity of employment between men and women	unmarried	43	2.6
	married	32	3.28
The organization encourage women to join professional bodies.	unmarried	43	3.23

	married	32	3.44
The organisation give more priority to female candidates with no family responsibility	unmarried	43	2.63
	married	32	3.03
There is less respect and recognition of female employees.	unmarried	43	3.07
	married	32	3.59

The data analysis presents a comprehensive overview of how perceptions and experiences related to organizational policies vary based on marital status. Noteworthy patterns emerge across various aspects. Unmarried individuals tend to hold a more positive perception of the organization's policy for equal payment for equal work, implying a stronger belief in equitable compensation among this group compared to their married counterparts. Both unmarried and married individuals share relatively similar perceptions of equal opportunities for mid-career skill enhancement and promotion policies that ensure equal opportunities, suggesting a consistent viewpoint on these aspects.

Divergences become more pronounced in areas like the impact of maternity leave on career progression. While both groups perceive comparable repercussions, married individuals view the organization's policies for recruiting women after mid-career breaks due to family requirements more favourably. Furthermore, marital status influences perceptions of employment disparity, with unmarried individuals perceiving a higher level of inequality between men and women. The data also indicates that married individuals perceive a higher priority given to female candidates without family responsibilities and a greater lack of respect and recognition for female employees. Collectively, these findings underscore the importance of recognizing the nuanced impact of marital status on perceptions and experiences, enabling the organization to address potential disparities and promote a more inclusive environment catering to individuals with diverse marital backgrounds.

Overall, the data suggests that there may be some variations in perceptions and experiences based on marital status regarding organizational policies and practices. Married individuals tend to perceive slightly more positive or favourable conditions in certain areas, such as equal payment, opportunities after mid-career breaks, priority given to female candidates without family responsibility, and respect/recognition of female employees. These findings can help the organization identify areas where they may need to address disparities and work towards creating more inclusive and equitable policies and practices for individuals of different marital statuses.

4.4.5 Marital Status with Parity in Career Advancements

Table no: 4.4.5

Group Statistics				
		Marital status	N	Mean
Women employees possess problem-solving capabilities at par with their male colleagues.	unmarried	43	3.05	
	married	32	3.16	
In the organization women employees are entrusted with less challenging tasks in the team.	unmarried	43	2.81	
	married	32	3.31	
As a team member, a woman leading the team creates more harmony, more understanding regarding challenges.	unmarried	43	2.84	
	married	32	2.97	
female employees are perceived as equally competent as their male colleagues regarding software tools and technologies.	unmarried	43	3.16	
	married	32	3.44	
Women and their input are valued as much as their male counterparts in the team.	unmarried	43	3.33	
	married	32	3.56	
Long working hours are challenging for women compared to men considering her role in the Indian family setup.	unmarried	43	2.44	
	married	32	2.31	
Travel at odd hours is challenging for women compared to men considering safety issues in our society.	unmarried	43	1.95	
	married	32	2.13	
Women are limited by their family obligations in pursuing any mid-career skill enhancement course.	unmarried	43	2.23	
	married	32	2.47	
In the organization women mostly forgo important traveling due to family obligations.	unmarried	43	2.42	
	married	32	2.44	
The organization has a biased performance evaluation process.	unmarried	43	3.09	
	married	32	3.44	
Women lack mentors and training opportunities in the organization	unmarried	43	2.98	
	married	32	3.38	
The organization have low proportion of females in senior management positions.	unmarried	43	2.65	
	married	32	2.47	

The data presents the mean scores, for various statements related to women employees, categorized by marital status. Here is a summary of the findings:

The data analysis delves into the perceptions and experiences of women employees categorized by marital status, unveiling significant insights into gender dynamics within the organization. Across various statements, patterns emerge that shed light on potential disparities. While both unmarried and married women are generally perceived to possess comparable problem-solving capabilities to their male colleagues, married women tend to receive slightly higher scores in this regard. A notable discrepancy surfaces in task allocation, where unmarried women feel entrusted with less challenging tasks compared to married women, highlighting a potential need for equitable task distribution.

Women leaders are recognized by both groups as contributing to harmony and understanding within teams, with married individuals assigning slightly higher scores. The perception of women's competence in handling software tools and technologies is shared among both groups, yet married women tend to be perceived as more competent. Similarly, both unmarried and married individuals agree on the valuation of women's input in teams, with married individuals slightly more positive. Concerns related to long working hours and challenging travel conditions are acknowledged by both groups, indicating the impact of gender-specific roles and societal norms. Family obligations limiting women's participation in skill enhancement courses are recognized by both groups, suggesting potential barriers to women's career development.

Furthermore, the perception of biased performance evaluation processes, the lack of mentoring and training opportunities, and the underrepresentation of women in senior management positions is shared across both groups, with married individuals consistently indicating slightly higher concern. These findings collectively underscore the need for the organization to address these perceived gaps and disparities, aiming to foster a more inclusive, equal, and supportive environment for women employees, irrespective of their marital status.

4.4.6 Marital Status with Opportunities in Career Re-Entry

Table no: 4.4.6

Group Statistics			
	Marital status	N	Mean
The organization have policies that encourages women to continue in their career without taking a break	unmarried	43	3.14
	married	32	3.09
The organization give opportunities to join the same designation after the career break	unmarried	43	3
	married	32	2.81
The organization give preferences to women who had career break to join the profession	unmarried	43	2.74
	married	32	2.78
Career re- entry process is very easy in the organization	unmarried	43	2.86
	married	32	2.75

The data analysis provides valuable insights into the organization's treatment of women who have taken career breaks, stratified by marital status. The findings reveal that both unmarried and married individuals perceive a positive disposition from the organization towards women returning after a career hiatus. Preferences being given to such women, as well as ease of the career re-entry process, are recognized by both groups. Notably, while the organization is seen as providing opportunities to re-join in the same designation after a career break by both unmarried and married individuals, the former group tends to hold slightly higher scores.

Additionally, the data underscores that the organization has established policies aimed at encouraging women to continue their careers without breaks. Both unmarried and married individuals acknowledge this positive effort, with unmarried individuals indicating slightly more favourable perceptions. These findings collectively suggest a commendable commitment from the organization to support women who have taken career breaks and facilitate their re-entry into the workforce. However, the data also hints at potential areas for refinement to ensure equitable opportunities and support for all women, regardless of their marital status. This insight is crucial in guiding the organization towards fostering an environment that champions gender equality and empowers women to thrive in their professional journeys.

Overall, the data suggests that the organization has measures and policies to support women who had a career break and facilitate their re-entry into the profession. However, there may be room for improvement in ensuring equal opportunities and support for women regardless of their marital status.

4.5. CORRELATION BETWEEN VARIABLES

Correlation is a statistical measure that quantifies the relationship between two or more variables. It provides insights into how changes in one variable are associated with changes in another, indicating the direction and strength of their relationship. By examining correlations, researchers can uncover patterns, make predictions, and gain a deeper understanding of the underlying connections within their data. In this brief introduction, we will explore the concept of correlation and its significance in various fields of study, highlighting its role as a valuable tool for analysis and inference.

4.5.1 Correlation Between Opportunities for Career re-entry and Parity in Career Advancement

Table no: 4.5.1

Correlations			
		Career re-entry	parity in career advancement
Career re-entry	Pearson Correlation	1	.448**
	Sig. (2-tailed)		0.000
	N	75	75
parity in career advancement	Pearson Correlation	.448**	1
	Sig. (2-tailed)	0.000	
	N	75	75

The correlation analysis indicates a statistically significant positive correlation ($r = 0.448$, $p < 0.01$) between career re-entry and parity in career advancement in the IT sector. In the correlation analysis, the value "r" refers to the correlation coefficient. The correlation coefficient measures the strength and direction of the relationship between two variables. It ranges from -1 to +1.

In this case, the correlation coefficient "r" is 0.448. A positive value indicates a positive correlation, meaning that as one variable (career re-entry) increases, the other variable (parity in career advancement) also tends to increase. A correlation coefficient of 0.448 suggests a moderate

positive association between these two variables. This means that there is a meaningful relationship between career re-entry, which refers to individuals returning to the workforce after a break and achieving parity in career advancement opportunities for both men and women in the IT sector.

The magnitude of 0.448 suggests a moderate positive relationship between these variables. The statement " $p < 0.01$ " refers to the statistical significance level. In this case, it means that the observed correlation coefficient is statistically significant at the 0.01 level. This suggests that the correlation observed between career re-entry and parity in career advancement is unlikely to have occurred by chance, and there is a valid association between these variables.

The statistical significance ($p < 0.01$) suggests that this relationship is unlikely to have occurred by chance alone. It indicates that there is a valid and significant association between career reentry and the level of parity in career advancement.

Overall, these findings suggest that individuals who successfully re-enter the workforce after a career break in the IT sector have a higher likelihood of experiencing career advancement opportunities on par with their peers. This implies that organizations that support career re-entry and provide equal opportunities for advancement contribute to reducing the gender gap in career progression.

By implementing supportive policies and practices such as return ship programs, mentorship, training, and flexible work arrangements, organizations can create an inclusive environment that recognizes the skills and experiences of individuals returning to the IT sector after a break. This can lead to a more equitable distribution of career advancement opportunities for both men and women.

4.5.2 Correlation Between Opportunities for Gender Sensitive Practices and Career re- entry

Table no:4.5.2

Correlations			
		Gender sensitive practices	Career re-entry
Gender sensitive practices	Pearson Correlation	1	.507**
	Sig. (2-tailed)		0.000
	N	75	75
Career re-entry	Pearson Correlation	.507**	1
	Sig. (2-tailed)	0.000	
	N	75	75

The correlation analysis shows a statistically significant positive correlation ($r = 0.507$, $p < 0.01$) between gender-sensitive practices and career re-entry in the IT sector.

A correlation coefficient of 0.507 indicates a moderate positive association between these two variables. This means that there is a meaningful relationship between implementing gender sensitive practices and facilitating career re-entry for individuals, particularly women, who may have taken breaks from their careers and wish to return to the IT sector.

The statistical significance ($p < 0.01$) suggests that this relationship is not likely due to chance alone. It indicates that there is a valid and strong association between gender-sensitive practices and the support provided to individuals looking to re-enter the workforce after a career break. Overall, these findings suggest that organizations in the IT sector that adopt gender-sensitive practices are more likely to have supportive policies and initiatives that encourage and facilitate career re-entry for both men and women. This may include programs like return ship programs, retraining opportunities, mentorship, and flexible work arrangements that accommodate individuals who are returning to work after an extended break. Such practices can help create a more inclusive and diverse workforce by tapping into the talent pool of experienced professionals who had temporarily left the workforce for personal reasons.

4.5.3 Correlation Between Opportunities for Parity in Career Advancement and Gender Sensitive Practices

Table no: 4.5.3

Correlations			
		Gender sensitive practices	parity in career advancement
Gender sensitive practices	Pearson Correlation	1	.706**
	Sig. (2-tailed)		0.000
	N	75	75
parity in career advancement	Pearson Correlation	.706**	1
	Sig. (2-tailed)	0.000	
	N	75	75

The correlation analysis suggests a strong positive correlation ($r = 0.706$, $p < 0.01$) between gender-sensitive practices and parity in career advancement in the IT sector. In other words, there is a significant relationship between implementing gender-sensitive practices and achieving parity in career advancement opportunities for men and women.

The correlation coefficient of 0.706 indicates a strong positive association between these two variables. This means that organizations that adopt gender-sensitive practices tend to have higher levels of parity in career advancement between genders in the IT sector.

The statistical significance ($p < 0.01$) indicates that this relationship is unlikely to have occurred by chance alone. It suggests that there is a meaningful and robust association between implementing gender-sensitive practices and achieving greater gender parity in career advancement.

Overall, these findings suggest that organizations in the IT sector that prioritize gender sensitive practices are more likely to create an environment that promotes equal opportunities for career growth and advancement for both men and women.

4.6 CASE STUDY

Apart from concluding the study with analysis based on the responses received from the survey conducted, a case study was initiated from the researcher's side to two of the prominent IT companies in the field. The case study was taken place as per the interview schedule prepared. Questions that derives the supporting statement for the study from the questionnaire were selected for the interview. The case study was conducted to strengthen the supporting factors of my research topic.

This case study focuses on examining the impact and effectiveness of women-friendly HR practices in the IT sector. It explores the strategies and initiatives adopted by leading IT companies to create an inclusive and supportive work environment for women employees. By understanding these practices and their outcomes, organizations can gain valuable insights into promoting gender diversity and fostering the career growth of women professionals. The case study aims to highlight specific HR practices that have proven successful in addressing gender-related challenges and promoting women's participation in the IT sector. It also analyses the benefits and challenges associated with implementing these practices, providing valuable lessons for other organizations aspiring to improve gender diversity in their workforce.

By examining the key areas, the case study aims to provide a comprehensive understanding of the impact of women-friendly HR practices on the recruitment, retention, and advancement of women in the IT sector. It also highlights the business benefits of gender diversity, including improved innovation, employee satisfaction, and organizational performance.

Ultimately, this case study aims to serve as a resource for organizations seeking to create a more inclusive and gender-diverse work environment in the IT sector. It offers valuable insights and practical recommendations based on the experiences and successes of leading companies, contributing to the ongoing dialogue on gender equality and diversity in the workplace.

4.6.1 Case Study 1

In our organization, we prioritize the well-being and empowerment of our female employees through a range of women-friendly HR policies. These policies are designed to create a supportive and inclusive environment, ensuring their safety, health, and professional growth. Here's a brief overview:

1. **Women's Day Celebration:** We recognize and celebrate International Women's Day with enthusiasm. We organize special events, workshops, and programs suggested by our women employees. This not only highlights their interests but also fosters a sense of community and acknowledgment.
2. **Gift Hampers:** On occasions like Women's Day, we distribute thoughtful gift hampers containing items relevant and useful to women. This gesture reflects our commitment to inclusivity and appreciation.
3. **Safety Measures:** The safety of our women employees is paramount. For those working late, we provide a dedicated security guard after 08:30 pm. Additionally, we ensure their security during travel by recording their travel destinations and current locations, thereby enhancing their safety.
4. **Pregnancy Support:** We understand the unique challenges that pregnant employees face. To cater to their needs, we provide a dedicated room for them to have their meals and attend to other health-related activities. This shows our consideration for their comfort and well-being during a crucial phase of their lives.
5. **POSH Compliance:** Our organization strictly adheres to the Prevention of Sexual Harassment (POSH) Act. We maintain a zero-tolerance approach towards any form of harassment, ensuring a safe and respectful workplace environment for all employees. Women's contributions are equally recognized and evaluated, paralleling those of their male counterparts.

These exemplify our commitment to gender equality and the well-being of our female employees. By implementing these policies, we aim to create an environment where every woman feels valued, secure, and empowered to reach her full potential within our organization.

In our organization, we recognize the importance of supporting women who have taken mid-career breaks due to family responsibilities. Our "We Begin" campaign stands as a testament to our commitment to providing opportunities for women to re-enter the workforce and continue their professional journeys. This highlights the key features and benefits of this initiative:

- **Opportunity for Re-Entry:** The "We Begin" campaign is designed to create a welcoming pathway for women employees who have taken breaks for reasons such as maternity leave, childcare, or other family requirements. This initiative acknowledges the value of their prior experience and skills, offering them a chance to resume their careers.
- **Time Period Consideration:** The campaign caters to women employees who have taken a break of less than 10 years. This strategic time frame ensures that individuals who possess valuable potential and expertise are not excluded from re-joining the workforce. By setting this reasonable threshold, we tap into a pool of capable women who are eager to re-engage professionally.
- **Attraction of Potential Workforce:** The "We Begin" campaign serves as a compelling attraction for the organization. It is a beacon that signals our commitment to inclusivity, diversity, and fostering a culture of support. Women who are seeking opportunities to restart their careers are drawn to our organization due to the understanding that their skills and experiences are genuinely valued and sought after.
- **Promoting Work-Life Balance:** The initiative reflects our organizational ethos of promoting work-life balance and supporting employees throughout various life stages. By welcoming women back into the workforce after career breaks, we acknowledge their personal journeys and empower them to seamlessly integrate work and family responsibilities.
- **Skill Retention and Growth:** The "We Begin" campaign contributes to retaining valuable skills and expertise within our organization. Women who re-enter the workforce bring a wealth of knowledge, perspectives, and talents that enhance our overall productivity and innovation. Their continued growth and development are integral to our success.

In essence, the "We Begin" campaign encapsulates our dedication to creating an inclusive work environment that accommodates the diverse needs of our employees. By offering women opportunities to re-enter the workforce after mid-career breaks, we not only attract a capable workforce but also foster an atmosphere of respect, understanding, and growth. This qualitative analysis underscores the significance of our initiative in empowering women to continue their professional journeys with confidence and purpose.

In our organization, women's empowerment is not only encouraged but actively promoted, both in terms of joining professional bodies and pursuing senior positions. This case study sheds light on our approach and the representation of women in senior roles:

- **Encouragement of Professional Involvement:** Our organization places a strong emphasis on encouraging women employees to become members of professional bodies related to their respective fields. This encouragement stems from our belief that participation in such bodies fosters professional growth, networking opportunities, and knowledge sharing.
- **Absence of Senior Position Restrictions:** We firmly believe in providing equal opportunities for career advancement to all employees, irrespective of their gender. Women are not restricted from pursuing senior positions within the organization. Our commitment to merit-based promotions ensures that deserving individuals, regardless of gender, can ascend to leadership roles.
- **Senior Women Employees:** Within the HR department, which comprises a total of 35 women employees, more than 10 of them hold senior positions. This representation is indicative of our commitment to ensuring that women are empowered to take on leadership responsibilities and contribute to shaping the organization's direction.
- **Top-Level Representation:** Across various departments, we are proud to note that a significant proportion of top-level positions are occupied by women employees. This demonstrates our dedication to recognizing and harnessing the talents and capabilities of women in leadership roles.
- **Connectivity with Senior Women:** A noteworthy trend within our organization is the connectivity established between women employees and those holding senior positions. This open line of communication allows for the sharing of experiences, addressing challenges, and seeking guidance, contributing to a supportive and collaborative work environment.

In conclusion, our organization actively supports women's involvement in professional bodies and unequivocally encourages them to aspire to senior positions. The presence of women in senior roles, not only in the HR department but across various departments, attests to our commitment to gender equality and diversity. Our qualitative data analysis reaffirms the importance we place on providing opportunities, fostering growth, and creating an inclusive environment where women can thrive professionally and contribute meaningfully to our organization's success.

The treatment of women employees is firmly rooted in principles of equality and meritocracy, and this qualitative data analysis outlines our stance on assigning tasks and evaluating performance:

- **Equal Treatment Regardless of Gender:** Our organizational culture places a strong emphasis on treating all employees, regardless of their gender, with respect and fairness. We categorically

reject any notion of women being entrusted with less challenging tasks solely based on their gender. Tasks are assigned based on skills, expertise, and capacity, rather than any discriminatory factors.

- **Focus on Employee Potential:** Our approach centres on recognizing the potential and capabilities of each employee, irrespective of their gender. Tasks are delegated based on an individual's competency and aptitude, ensuring that they are appropriately challenged and engaged in their work.
- **Merit-Driven Performance Evaluation:** Our performance evaluation process is structured around assessing an employee's accomplishments and contributions. Gender is never a consideration in this process. Rather, we evaluate the employee's performance based on their results, dedication, and impact, promoting a culture of transparency and accountability.
- **Equality in Work Valuation:** Both women and men employees are held in high regard for their contributions. Work is valued based on its quality and impact, not on the gender of the person responsible. This approach reinforces our commitment to providing equal opportunities and recognition to all employees.
- **Continuous Workflow and Incentive Evaluation:** Our organizational workflow is consistently maintained, and the evaluation of employee potential is an ongoing process. Decisions about incentives and rewards are made based on the demonstrated performance and achievements, without any gender-based differentiation.
- **Non-Differentiation in Work Hours:** We uphold the principle of equality by not differentiating work hours based on gender. All employees, regardless of gender, have equal access to opportunities and responsibilities, ensuring a level playing field for career growth.

Our organization takes a firm stand against any practice of assigning women employees with less challenging tasks due to their gender. Our qualitative data analysis underscores our commitment to fairness, equality, and recognition of individual potential. The evaluation of employee performance, assignment of tasks, and determination of incentives are all driven by merit, ensuring that every employee is empowered to contribute their best and succeed without any gender-based bias.

Fostering continuous career growth and development for women is a priority, as reflected in our policies and practices. Our commitment to enabling women to sustain their careers without unnecessary breaks:

- **Unwavering Support for Employee Potential:** Our organization places a strong emphasis on recognizing and nurturing the potential of all employees, including women. We believe that talent knows no gender boundaries and aim to create an environment where individuals can thrive professionally.
- **Mitigating Career Breaks:** We acknowledge the challenges that women may face due to various life transitions, such as marriage, pregnancy, or relocation. To counteract these circumstances, we are dedicated to providing solutions that empower women to continue their careers seamlessly.
- **Self-Transference Scheme:** To address the issue of career breaks resulting from changes in locality, particularly due to marriage or other reasons, we have introduced a unique self-transference scheme. This innovative policy allows women employees to explore the possibility of transferring to a branch closer to their new locality. By offering this option, we enable women to maintain their careers while accommodating changes in their personal lives.
- **Ensuring Job Continuity:** The self-transference scheme serves as a practical solution to support women employees who might otherwise consider leaving their careers due to location-related challenges. This practice ensures that talented individuals can continue contributing to the organization's success while adapting to their evolving life circumstances.
- **Promoting Professional Resilience:** By facilitating self-transference, our organization encourages women to remain resilient in their careers despite changing circumstances. This approach not only helps in retaining valuable talent but also demonstrates our commitment to promoting a diverse and inclusive workforce.
- **Emphasis on Equality:** Our self-transference scheme is designed to provide equal opportunities for all employees, irrespective of gender. We recognize that personal circumstances can affect anyone and aim to support employees in balancing their personal and professional lives.

In summary, our organization's commitment to empowering women to continue their careers without unnecessary breaks is evident in the implementation of the self-transference scheme. This qualitative data analysis underscores our dedication to supporting women's career progression, promoting inclusivity, and adapting to the evolving needs of our workforce. By offering practical solutions, we are determined to create an environment where women can flourish professionally while maintaining a healthy work-life balance.

We recognize the importance of supporting employees who take breaks from their careers for various reasons, and this outlines our unique policy regarding rejoining the workforce after a hiatus:

1. **Maternity Leave and Sabbatical Policy:** Similar to many other organizations, we have a policy that allows women employees to take maternity leave. However, we go a step further by extending a unique opportunity to employees who have taken sabbatical leave for a period of up to 2 years.
2. **Re-joining the Same Position:** Unlike some other organizations, we offer the distinctive benefit of rejoining the same position to employees who have taken sabbatical leaves. This policy demonstrates our commitment to helping individuals seamlessly reintegrate into the workforce after a temporary break.
3. **Flexibility Across Locations:** Our policy is not confined to a single location. Employees have the option to re-join their previous position at the original branch or even at a branch in a different locality, promoting flexibility and accommodating individual preferences.
4. **Conditional Rejoining:** While we facilitate rejoining the same position, there are a couple of key considerations. If an employee is eligible for a promotion or their prior work demonstrated a lower potentiality, they may not necessarily re-join at the same position. This approach ensures that our workforce continues to evolve and grow.
5. **Inclusive Reintegration:** This policy underlines our commitment to inclusivity and providing opportunities for career continuation to those who wish to resume their roles. It acknowledges that personal circumstances should not necessarily hinder an employee's professional trajectory.
6. **Balancing Experience and Potential:** By providing employees the chance to return to the same position, we balance the recognition of their prior experience with the potential for growth and advancement. This approach ensures that the organization benefits from both historical knowledge and fresh perspectives.

In summary, our organization's policy of allowing employees to re-join the same position after taking a break, up to a duration of 2 years, reflects our dedication to providing flexible and supportive career paths. This qualitative data analysis underscores our commitment to facilitating a smooth reintegration process and valuing the contributions of all employees, regardless of temporary career breaks. Our approach recognizes the importance of both stability and growth within the context of individual experiences and aspirations.

While we strive to create an inclusive and supportive environment for all employees, there are specific challenges faced by women employees that need to be acknowledged and addressed. This analysis highlights some of the major challenges identified through interviews:

- **Work-Life Balance Struggle:** One prominent challenge reported by interviewees, particularly married women, is the complex task of managing work-life balance. The demands of their roles often require a substantial amount of time, and this can potentially impact their personal lives, leading to stress and difficulties in maintaining equilibrium between their professional and personal commitments.
- **Extended Working Hours:** Some women employees express concerns about the extended working hours, even on weekends, to meet project deadlines and delivery targets. This can lead to burnout and hinder their ability to allocate sufficient time to personal and family matters.
- **Navigating Senior-Subordinate Dynamics:** Employees occasionally find themselves in situations where they are compelled to accept ideas put forth by their superiors, even if those ideas lack practicality. This challenge can be especially pronounced for women employees who may perceive a lack of agency in their decision-making processes and might face difficulty voicing their concerns.
- **Family Pressures:** For married women, family pressures can create additional stress. These pressures might include traditional roles and responsibilities that can be conflicting with their professional commitments. This could lead to emotional and psychological strain, affecting their overall well-being.
- **Contract Workers and Long Hours:** Contract women workers, particularly those who are married, face the challenge of maintaining demanding schedules, often exceeding 10 hours a day. This imbalance can have a significant impact on their personal lives, posing challenges to their overall health and work-life balance.

In conclusion, this analysis reveals that while strides are being made to create a supportive work environment, certain challenges persist for women employees. These challenges include maintaining work-life balance, coping with extended work hours, navigating professional hierarchies, and managing family pressures. Addressing these challenges requires a holistic approach that involves flexibility in work arrangements, open communication channels, and support mechanisms that acknowledge the unique circumstances faced by women in the organization.

4.6.2 Case Study 2

Can you brief about the women friendly HR Policies following in your organization?

Yes, the organisation follows women friendly HR practices, as in the recent work culture 50% and above women are the workers in the organisation. So, it is important to follow women friendly HR practices. For the women workers there is a lot of incentives which is applicable to balance the women workforce.

- In the case of recruitment, the organisation has initiated a special recruitment drive for women those who have taken break in their career. The recruitment drive is initiated for those who have taken a career break due to reasons such as child care, locality change etc., If they have the potential to work they can recruit to the organisation. It is to regain the potential that they have once lost.
- The organisation also promote diversity in various levels. As part of that, women workers are considered for promotion in order to ensure equal representation of women and men. When provisions for career advancements are open women are specially considered to maintain the diversity ratio. And also, they are promoted for the management roles.
- If they are facing any kind of harassment or assault from the organisation or also any kind of difficulties to cope up with, there is a special framework named Anti-Sexual Harassment Initiative (ASHI) for the workers (both men and women) can complaint to this framework. It is to ensure the safety of the work force as a whole. And a proper addressing system and a strict guideline is maintained with this framework. A continuous campaign is conducted regarding the ASHI framework, to keep an awareness to the employees regarding the system. Which gradually resulted in the eradication of harassment in the organisation.
- For the protection of women employee, after a time the securities ensure that there is a minimum number of employees working at the time in a wing/bay. Only if there is a minimum number of workers which include another women employee, the security allows them to work or they have to move out to a common area.
- In the case of travelling, the destination and the current location of the cab is enquired and the safety is ensured.

- Creche is also available in various locations. A club exclusive for women are also maintained, where the matters related to women employees are handled and the activities for them are conducted.

Your organisation have a policy that makes the employees to join the same position after taking a break.

- For the employees who take maternity leave can rejoin in the same position. And the incentives for performance appraisal and the variable pay of the ones who have gone for the maternity leave will not be reduced. Which is an important policy that is prevailed in the organisation. But if the previous performance of the said employee is not good, then the incentives can be reduced.
- Sabbatical leave is only provided to the employees those who have worked for minimum two years in the organisation. And if the employees those who have taken sabbatical leave for a period of one year comes back, they can rejoin in the same position.

Can you comment on that; your organization encourage women to join professional bodies or you feel that they are restricted to join senior positions?

Certainly, the approach of our organization is centered around fostering inclusivity and equal opportunities for women employees, and this qualitative data analysis elaborates on our stance regarding their involvement in professional bodies and access to senior positions:

- **Diversity Promotion:** Our organization demonstrates a strong commitment to promoting diversity and gender equality. This is evident in our proactive encouragement for women employees to participate in professional bodies. This emphasis on diversifying professional networks aligns with our overall goal of creating an inclusive work environment.
- **Participation in Professional Bodies:** Women employees are actively encouraged to join various professional bodies related to their fields. This encouragement underscores our belief in the value of networking, skill development, and knowledge sharing, which in turn contributes to their career growth.
- **Absence of Senior Position Restrictions:** We firmly believe in providing all employees, including women, equal access to opportunities for career advancement. While senior positions

are not restricted to women, our organization places a heightened focus on promoting women to such roles as part of our diversity policy.

- **Strategic Diversity Promotion:** The conscious promotion of women to senior positions serves a dual purpose. Not only does it provide women with leadership opportunities, but it also enriches our workforce by bringing diverse perspectives and experiences to decision-making processes.
- **Inclusion and Progression:** Our approach is rooted in the idea that diversity leads to innovation and holistic growth. Encouraging women's participation in professional bodies and facilitating their progression into senior roles contributes to a well-rounded and dynamic workforce.
- **Balancing Merit and Diversity** While diversity is a driving factor, merit remains a core consideration in the promotion of women to senior positions. We strive to strike a balance between recognizing individuals' potential and experience while fulfilling our commitment to diversity.

In summary, this underscores our organization's proactive efforts to encourage women's participation in professional bodies and provide avenues for their growth. Simultaneously, our focus on promoting women to senior positions reflects our dedication to maintaining a diverse and inclusive work environment. This approach recognizes the value of different perspectives while upholding merit-based principles in career progression.

Have you ever felt that your organization has a biased performance evaluation based on gender? Do you have any experience regarding that?

- The work done by both men and women employees are equal. There isn't any kind of discrimination in the basis of gender. The work done by the employees is evaluated on the basis of their potential and the output they keep.
- The only difference that differentiates the women and men workers is during the night shifts, which usually seems difficult for women employees to work from the Indian family structure. The availability of women workers is less compared to men during the night shifts.

What do you see as a major challenge faced by women from an Indian family structure.

- The major challenge is based on the working hours, and it is mostly affected by the married women.
- The working time zones are different, thus female employees face it as a difficult matter to compete with their work and the traditional family structure.
- And also married women is facing this as a major problem.
- Long working hours is common for both married and unmarried men and women.
- Even when married women faces this as a problem, the organisation doesn't priorities unmarried women over married one for recruiting.

CHAPTER 5

FINDINGS, SUGGESTIONS AND

CONCLUSION

5.1 INTRODUCTION

This chapter marks the culmination of the research journey, synthesizing analysed data to address objectives and provide insights. It begins by summarizing key findings, highlighting patterns, trends, and relationships. Recommendations follow, based on research outcomes, aiming to address issues, enhance understanding, and guide stakeholders. The chapter's conclusion revisits findings, underscores significance, discusses implications, limitations, and suggests future research. In essence, this part communicates findings, proposes recommendations, and draws conclusions, bridging research goals with practical impact, enriching existing knowledge, and potentially guiding decisions and future studies.

5.2 FINDINGS

5.2.1 Findings Based on Understand the Existing Gender-Sensitive Practices in IT Sector

- Respondents generally hold positive perceptions of gender-sensitive practices in the IT sector.
- High mean scores suggest a commitment to gender equality and support for women's professional development.
- Positive perceptions were found in areas such as equal payment, equal opportunities for skill enhancement, and promotion fairness.
- Some areas requiring improvement were identified, including giving priority to female candidates without family responsibilities and the respect/recognition of female employees.
- The study highlights progress made in gender-sensitive practices while identifying areas needing further attention to ensure equality and inclusivity in the IT sector.
- The study indicates that gender-sensitive practices have been positively perceived by both male and female respondents, suggesting a general awareness and acceptance of such practices in the IT sector.

5.2.2 Findings Based on Parity in Career Advancement Opportunities in IT Sector

- A significant positive correlation was found between gender-sensitive practices and parity in career advancement.
- Organizations implementing gender-sensitive practices are more likely to achieve greater gender parity in career advancement opportunities.
- The findings emphasize the importance of prioritizing gender-sensitive practices to create an inclusive environment fostering equal career growth for both men and women in the IT sector.

- Males tend to have slightly more positive perceptions compared to females in areas such as equal payment, opportunities for mid-career skill/knowledge enhancement, and promotion policies.
- The positive perceptions held by both males and females regarding the organization's gender-sensitive practices suggest a certain level of confidence in career advancement opportunities for women.
- The slightly more positive perceptions among males in specific areas, such as equal payment and promotion policies, indicate a potential gender perception gap that could impact actual career advancement.
- Both genders perceive a slight disparity in employment between men and women.
- The study provides insights for the organization to address potential gaps and promote greater gender equality.

5.2.3 Findings Based on Identifying Opportunities for Career Re-entry of Women in IT Sector

- A significant positive correlation exists between career re-entry and parity in career advancement in the IT sector.
- Individuals returning to the workforce after a break have a higher chance of achieving career advancement opportunities at the same level as their peers.
- This suggests the importance of implementing supportive measures, such as return ship programs, mentorship, training, and flexible work arrangements, to promote gender equality in career progression.
- A strong positive correlation was found between gender-sensitive practices and career re-entry in the IT sector.
- Organizations implementing gender-sensitive practices are more likely to support individuals, especially women, in their re-entry to the workforce after a career break.
- The study highlights the significance of adopting supportive policies and initiatives to facilitate career re-entry and create a more inclusive and diverse IT workforce.
- The findings highlight the potential effectiveness of support measures like return ship programs, mentorship, training, and flexible work arrangements in promoting gender equality in career progression.

5.2.4 Findings Based on Case Study

- The organization celebrates Women's Day with special programs and gift hampers, provides safety measures for women employees, offers special considerations for pregnant employees, and follows the POSH Act to ensure equal treatment and value for women workers.
- The organization offers a special program called "We Begin" to support and encourage the re-entry of women employees who have taken breaks for various reasons, ensuring that capable individuals are not excluded from employment opportunities.
- Women in the organization are actively encouraged to join professional bodies, have equal opportunities for senior positions, and are well-represented in top-level positions across various departments, fostering a trend of mentorship and support for addressing their challenges.
- In the organization, women employees are treated equally and their potential is valued, with no gender-based discrimination in terms of tasks assigned, performance evaluation, incentives, or working hours, setting an example of equal treatment and opportunities for all employees.
- The organization actively supports and retains its potential women workforce by addressing challenges such as relocation due to marriage or pregnancy through schemes like self-transference, allowing women employees to continue their careers in a different location.
- The organization allows women employees who have taken maternity leave or sabbatical for up to 2 years to re-join the same position within the company, with potential considerations for promotions and previous work performance.
- The management of work-life balance, long working hours, pressure to accept unreasonable ideas from seniors, and family pressure are identified as significant challenges faced by married women and contract workers in maintaining their professional commitments.

5.3 SUGGESTIONS

- Recognize the challenges faced by women regarding long working hours, travel at odd hours, and family obligations. Consider implementing policies and support systems that provide flexibility and work-life balance, enabling women to balance their personal and professional responsibilities effectively.

- Continue to emphasize and enhance existing gender-sensitive policies, such as equal payment for equal work, equal opportunities for mid-career skill/knowledge upgradation, promotion policies ensuring equal opportunities, and support for maternity leave. Regularly review and update these policies to adapt to changing needs and ensure they effectively support women employees.
- Introducing family-friendly policies such as on-site childcare facilities or support for dependent care during work-related travel are provided, making it easier for women to balance work and family responsibilities.
- Conduct a thorough review of the promotion policy to address any potential biases or barriers. Implement training programs and mentoring opportunities to support the career growth and advancement of female employees.
- Implement policies and initiatives that promote equal opportunities, address biases, and support the career progression of both men and women. Regularly assess and update these practices to ensure they remain effective and aligned with evolving needs and industry standards.
- The organization can offer flexible work arrangements such as remote work or flexible hours, accommodating the diverse needs of women employees and promoting work-life balance.
- Conduct awareness campaigns, workshops, and training sessions to educate employees and managers about the importance of gender equality, career re-entry, and parity in career advancement.
- Regular networking events and workshops to be organized to provide women employees with opportunities to connect, learn, and build a strong professional network within the organization.
- Highlighting success stories of women who have re-entered the workforce through the "We Begin" program can inspire others and demonstrate the organization's commitment to supporting career comebacks.
 - Collaborations with external organizations focused on women's empowerment and gender equality amplify the impact of the organization's efforts.

5.4 CONCLUSION

In conclusion, advancing gender equality and implementing women-friendly HR practices within the IT sector are pivotal steps toward cultivating inclusive workplaces that harness the full potential of women professionals. By tackling biases, dismantling barriers, and promoting equal opportunities, organizations can not only attract and retain top female talent but also foster diversity that fuels innovation. Key initiatives, including equitable compensation, flexible work arrangements, mentorship programs, and support for career re-entry, serve as linchpins in empowering women and dismantling gender norms. The trajectory of women's progress in the IT field has seen both triumphs and challenges. Yet, it remains imperative for organizations and society to persist in creating an environment that ensures equal footing and ample opportunities for women in their professional journey. Such efforts are integral to forging a future characterized by parity, prosperity, and shared success.

The findings from the various sources highlight both positive aspects and areas for improvement in gender-sensitive practices and support for women employees in the IT sector. The research indicates a generally positive perception of gender-sensitive practices, with high scores in areas such as equal payment, equal opportunities for skill enhancement, and promotion fairness. However, there are areas where further attention is needed, including prioritizing female candidates without family responsibilities, respecting and recognizing female employees, and increasing representation in senior management positions. The correlation analysis underscores the significance of implementing gender-sensitive practices in facilitating career re-entry and achieving parity in career advancement opportunities for women. Organizations can benefit from adopting supportive measures such as return ship programs, mentorship, and flexible work arrangements to create an inclusive work environment.

The case study highlights the importance of initiatives such as Women's Day celebrations, safety measures, support for pregnant employees, and adherence to the POSH Act. Additionally, the organization's efforts to support women employees through programs like "We Begin," encouraging professional memberships, and valuing women's potential contribute to their success. Suggestions include addressing challenges related to work-life balance, reviewing promotion policies for potential biases, and implementing initiatives to support career growth and address biases. Ongoing assessment and updating of gender-sensitive practices and creating awareness through training programs are also recommended.

Overall, organizations in the IT sector can build upon the positive findings and address the areas for improvement to foster an inclusive and equitable work environment, ensuring that women employees are supported, valued, and provided with equal opportunities for career growth and advancement.

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APPENDIX

ANNEXURE
QUESTIONNAIRE

Title: Women Friendly HR Management Practices: A Study in IT Sector

General objective:

- To study the Women Friendly HR Management Practices in IT Sector

Specific Objectives:

- To understand the existing gender sensitive practices in IT sector
- To find out the parity in career advancement opportunities in IT Sector
- To identify the opportunities for career re-entry of women in IT sector

Tool: Questionnaire

4 items measure- Strongly Disagree, Disagree, Agree, Strongly Agree

To understand the existing gender sensitive practices in IT sector	SD	D	A	SA
1. The organization have a policy for equal payment for equal work.	1	2	3	4
2. The organization assert equal opportunities to women for mid-career skill/knowledge up gradation.	1	2	3	4
3. The organization have a policy for promotion that ensures equal opportunity.	1	2	4	4
4. Have a feel that women availing the provisions for paid leave for maternity come without any repercussions on their career.	1	2	3	4
5. The organization's policies are favourable to recruit women after mid-career breaks owing to family requirements.	1	2	3	4
6. There is disparity of employment between men and women	1	2	3	4
7. The organization encourage women to join professional bodies	1	2	3	4
8. The organization give more priority to female candidates with no family responsibility	1	2	3	4
9. There is less respect and recognition of female employees.	1	2	3	4

To find out the parity in career advancement opportunities in IT Sector	SD	D	A	SA
1. Women employees possess problem-solving capabilities at par with their male colleagues.	1	2	3	4
2. In the organization women employees are entrusted with less challenging tasks in the team.	1	2	3	4
3. As a team member, a woman leading the team creates more harmony, more understanding regarding challenges.	1	2	3	4
4. Female employees are perceived as equally competent as their male colleagues regarding software tools and technologies.	1	2	3	4
5. Women and their input are valued as much as their male counterparts in the team.	1	2	3	4
6. Long working hours are more challenging for women compared to men considering her role in the Indian family setup.	1	2	3	4
7. Travel at odd hours is more challenging for women compared to men considering safety issues in our society	1	2	3	4
8. Women are limited by their family obligations in pursuing any mid-career skill enhancement course.	1	2	3	4
9. In the organization women mostly forgo important traveling due to family obligations	1	2	3	4
10. The organization has a biased performance evaluation process.	1	2	3	4
11. Women lack mentors and training opportunities in the organization.	1	2	3	4
12. The organization have low proportion of females in senior management positions				
To identify the opportunities for career re-entry of women in IT sector.	SD	D	A	SA
1. The organization give preference to career break women to join the profession.	1	2	3	4
2. Career re-entry process is very easy in your organization	1	2	3	4
3. The organization give opportunities to join the same designation after the career break.	1	2	3	4
4. The organization have policies that encourages women to continue in the career without break.	1	2	3	4