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GENDER DIVERSITY AT MANAGEMENT LEVELS IN MUMBAI

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ABSTRACT

The article attempts to highlight barriers to gender diversity at across management levels and departments. It throws light on social problem of occupational segregation and gender stratification which act as major barriers to women empowerment at management levels. The purpose of the study is to identify the barriers which restrict women from high level and prestige jobs are known as 'Glass Ceiling'. It attempts to find the possibility of presence of glass ceiling and glass walls in Indian corporate world.

Research design adopted for this study was both exploratory and descriptive. In order to fulfill the objectives of the study, a case study approach has been adopted. To identify gender representation across various levels and departments, a study was conducted in one pharmaceutical company in Mumbai. The study is based on the primary data collected through semi-structured interviews of the departmental executives functioning at various levels of Management.

Gender diversity is not much visible in the organization surveyed. Women are moving from the lower level to middle level in significant number, however, there is no much movement form middle to top level. It indicates the existence of some barriers at the middle level which confines women at the middle level. The findings are useful for both male, female managers and also to the organization. It also suggests measures to be implemented at organizational level to increase gender diversity at various levels across various departments.

Keywords- Gender Diversity, Corporate Barriers, Women in Management and Glass Ceiling

1. INTRODUCTION

In today's globalized world, talent management is the key factor which determines the competitiveness of the organization. The skills, education and productivity of the workforce play major roles in its development. Women now account for half of the college and

university graduates; thereby the gender gap in higher education is slowly reducing. However, the representation of females in the management is comparatively less. The scenario in the various industries does not reflect gender diversity at the management levels. Even in developed countries, uneven distribution of workforce across the gender is found. Most high paid jobs and high level of positions are led by male. (Global Gender Gap Report, 2011)

Indian women, now, not only share the responsibility of household work, but also shoulder the responsibility of economic contribution to the household income. The right to equality and all other human rights are applicable to men and women equally. However, denial of right to equality to women is a reality. (A S Anand, 2008) Women now account for half of the college and university graduates; thereby the gender gap in higher education is slowly reducing. However, the representation of females in the management is comparatively less. In the year 2008, the ratio of female-male managers were 1/2 in Sweden. Most high paid jobs and high level of positions are led by males. (SCB, 2008) Hence, many studies were conducted to find the barriers present in the organization which restricts women from progressing within the organization. (Lintsead, S., Fulop, L. and Lilley S., 2004; Linda Wirth, 2004; ILO, 2010; ILO, 2011) These barriers include attitudinal and behavioural prejudices of men and women who favour one gender over the other. This affects the women career growth by limiting them in non-core departments. The organizations need to focus on this issue and help women to break this glass ceiling.

2. LITERATURE REVIEW

Women constitute half the world's population and perform nearly $2/3^{rd}$ of its work. They receive $1/10^{th}$ of the world's income and less then $1/100^{th}$ of world's property (UN report 1980). According to 1991 census, women represent 48.1% of the India's population. (Dr. Justice A.S. Anand, 2002) This working population is concentrated more in non-core departments where salary, authority and power are limited.

2.1 Definition of Diversity:

According to Kreither (2001), diversity can be defined as the collection of many individual differences and similarities that exists among individuals. Each person is different, but has some common environmental and biographical characteristics. (Grobler, 2002) Diversity exhibits the primary difference in the individual and act as the filters through which individuals see the world. These primary characteristics include age, gender, race, sexual orientation, ethnicity and physical abilities. The secondary dimensions are not much noticeable at the first meeting, but become evident after few interactions. These include education, experience, income, location, religion. Many people live in relatively homogeneous groups and the first place where their experience diversity is their organization. (Loden, 1996)

Figure-I - Dimensions of Diversity
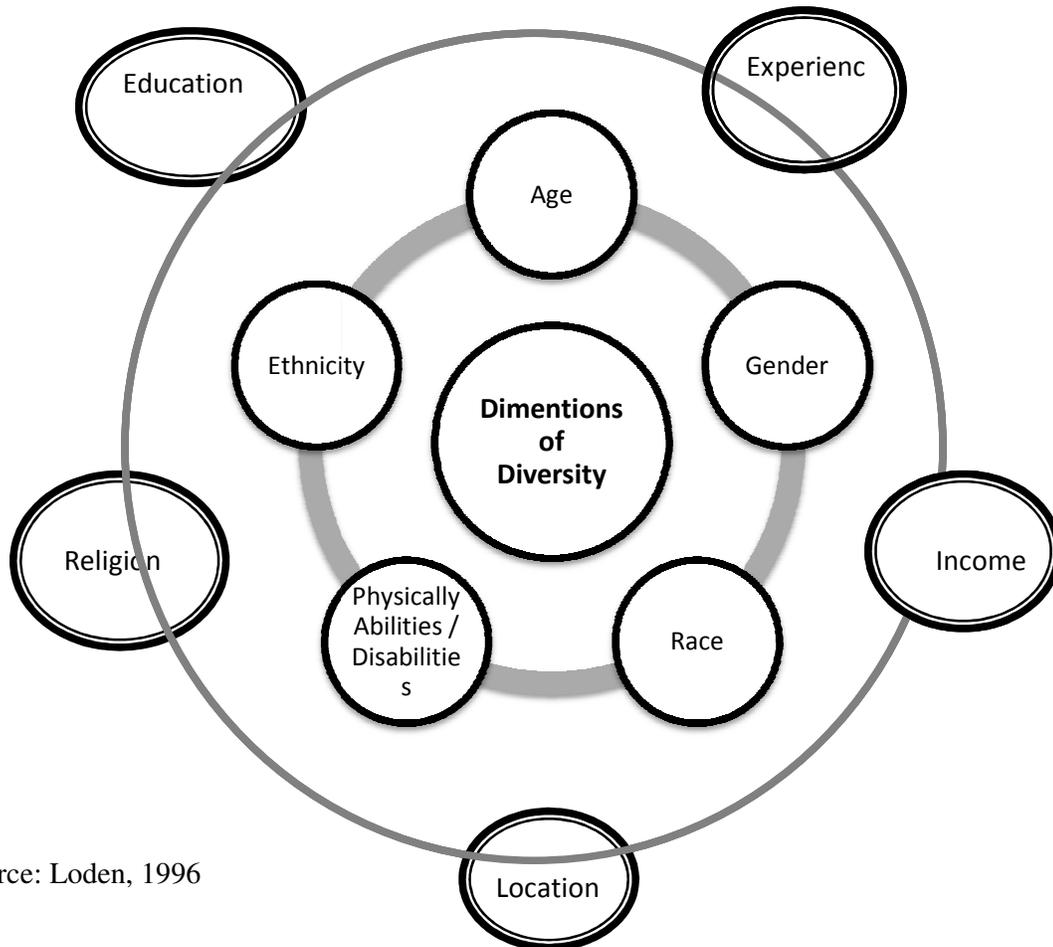
Source: Loden, 1996

2.2 Defining Diversity in the Organization

Framing workplace diversity initiatives affects the organizational outcomes. To make diversity useful for the organization, the management must define the motives behind the diversity, identify the specific ways diversity will benefit their organizations and then decide what approaches to take. (Digh, 1998)

An organization may define diversity in different ways such as regulatory compliance, as social justice, as the responsibility of only part of the organization, such as HR, as a strategic planning outcome, or as a community-focused activity (McMahon, 2006). Diversity outcomes resulting from these definitions will differ, but generally includes complying with federal and state requirements, expecting and rewarding homogeneity, identifying diversity as a broad goal without accompanying changes, identifying discrete diversity goals and creating selective organizational changes to achieve them and pursuing systemic and planned organizational change to take optimum strategic advantage of diversity. These multiple approaches shows that organizations differ in how they define diversity and the change they engage in to support workplace diversity (Hastings, 2006). To be successful, organizations must set implementation parameters by asking themselves three questions: "[Why] Do we want diversity? If so, what kind? If so, how much?" (Thomas, 1999)

2.3 Defining Diversity Management:

Managing Diversity refers to "a planned, systematic and comprehensive managerial process for developing an organizational environment in which all employees, with their similarities and differences, gets an equal opportunity to contribute to the strategic competitive advantages of the organization, and where no one is excluded on account of factors unrelated to productivity." (Thomas, 1996; Grober 2002) Diversity Management emphasizes on an inclusion of capabilities within the organization. Diversity management includes planned intervention of the management to have inclusion of diverse workforce in the organizations based on gender, background, age and physical capabilities. It gives equal opportunities to employees, facilitates fair evaluation and contribution of talents to the organizational results. It attempts to identify the expectations of their workforce and tries to reduce biasness and stereotypes within the organizations. (Daniel, 1994)

In today's globalized world, gender diversity is a key to remain competitive in global market. The skills, education and productivity of the workforce play vital role in organizational development. Women now account for half of the college and university graduates; thereby the gender gap in higher education is slowly reducing. However, their representation at the management is comparatively less. The scenario across industries does not reflect gender diversity at the management levels. Even in developed countries, uneven distribution of workforce across the gender is found. Most of the high paid jobs and positions are led by males. (Global Gender Gap Report, 2011) Many studies have been conducted to identify the factors which restrict women's career growth. The barriers which restrict women from high level and prestige jobs are known as 'Glass Ceiling' which includes gender stereotypes, occupational segregation, biasness and prejudices, etc.

2.4 Definition of Glass Ceiling and Glass Walls:

In last two decades, women's educational and professional qualification is increasing, which is resulting into the increased flow of talented and qualified pool of human resources to the corporate. At the same time, growth technology and service sector along with government's introduction of equality policies and laws, creating various opportunities for women's career growth. Women's presence at the management level is increasing; however, the growth rate is relatively less, just 3 to 5 percent. According to Linda Wirth (2004), "Glass ceiling refers to that point where there is no objective reason for women not rising to the very top as men do, there exists inherent discrimination in the structure and processes of both the organization and society in general." Glass ceiling may exists at various levels and usually represented by a pyramidal shape. Similarly, women who have successfully reached to management level jobs are usually placed in 'non-strategic and non-core function like administration and human resources, rather than core departments and functions which ultimately leads to top management. Lack of line experiences again limits their career growth. This concept is known as "Glass Walls".

2.5 Women in Management

Management positions represent only a small proportion of the total workforce, although this job category has grown over the last few decades due to the growth in the service sector. The expansion of this sector, has often given more employment opportunities to women, although they remain under-represented at the top. The rule of the thumb is still: 'the higher up an organization's hierarchy, the fewer the women'. Recent global statistics showed that women continue to increase their share of managerial positions, but the rate of

progress is slow, uneven and sometimes discouraging for women (Dan R. Dalton & Catherine M. Dalton (2009). Catalysts (2010) survey revealed that women, who represent 46.4 percent of the fortune 500 workforce, occupied only 25.9 per cent of senior officers and managers, 15.2 per cent of board positions, 13.5 per cent executive officers. Only 13 CEO positions (2.6 percent) out of 500 were occupied by women.

In India, women are given equal education rights in a true sense only after independence by the constitution of India. From there, a literacy rate of Indian girl is increasing. Now, Indian women have started to attend universities and business schools for professional education. While female students securing engineering and business degrees with honors from excellent institutes, still most top positions is India are held by men. (Gupta A., Koshal M., & Koshal R. K., 2006) The percentage of women in management in India is approximately 3 percent to 6 percent while roughly 2 percent of Indian women functions as manager in Indian business corporations. (Saini D.S., 2006) This surely necessitates the study to find the problem of unequal gender representation at the board level and what can be done to increase awareness and gender diversity at the board level in the organizations.

3. OBJECTIVES

The broad objective of the study is to understand the gender representation at the various departments across levels. The study attempts to identify the possibility of glass ceiling in Indian corporate world. Under this broad objective following specific objectives are identified-
1. To find the representation of women at the various levels in the Management
2. To find the representation of women at the various departments in the organization
3. To know the significance of the gender at the departmental jobs
4. To know the significance of the gender at the management jobs
5. To suggest measures to increase women's presence at the top level in Indian Corporate World.

4. RESEARCH QUESTIONS

To achieve the above objectives following research questions are formed-
1. What is the representation of gender at various levels of management in the selected organization?
2. What is the representation of gender at various departments in the selected organization?
3. What is the significance of gender at the departmental level jobs?
4. What is the significance of gender at the managerial jobs?
5. What are the various measures to achieve gender diversity at the managerial levels?

5. HYPOTHETICAL OBSERVATIONS
- There is significant association between gender and departmental representation at the various positions in the organization
- There is no association between gender and level of representation at the management levels in the organization.
- Gender and level in the management are independent to each other.

6. RESEARCH METHODOLOGY

6.1 Research Design:

Research design adopted for this study was both exploratory and descriptive. In order to fulfill the objectives of the study, a case study of one organization has been done to identify gender representation across various levels and departments.

6.2 Research Instrument

The required information was collected through a structured interview of the departmental executives. Researchers have talk to few managers to identify reasons behind no women in specific departments. The interview schedule was used to study status of women and men in the organization, various barriers to women at the board and measures adopted to have gender diversity.

6.3 Data Collection

This study involves both qualitative and quantitative approach. The study is based on the primary data collected from the departmental representatives who are aware about women's participation and status within the organization. The data for this survey was collected through Personal Interview using interview schedule. The secondary data was also collected with the help of various books, journals, manuals and various published reports of government of India.

6.4 Sample Design

- Sample Universe: The sample universe for the study was pharmaceutical companies in Mumbai.
- Sampling Unit: It is unit containing all the elements of the target population. The sampling units considered for the research were working women and men.
- Sampling Frames: It is the location of the sampling frame. For the study, working men and women operating at various levels of management from Mumbai were considered.
- Sample size: The sample size of the survey was 347 working men and women.
- Sampling method: Respondents from population were selected through Stratified Random Sampling Method. A stratum was defined using levels i.e. Top level, Middle Level and Junior Level.
- Data Analysis Tools and Techniques:
- The data has been analyzed by using Simple Percentage and Chi-Square test Methods.

7. LIMITATIONS OF THE STUDY

As the survey is restricted to only few organization, the conclusions and suggestions may not be relevant and applicable to other organizations operating in same Industry or any other industry.

- The interim study was carried only in Mumbai to know the gender diversity at all levels and department in the organization.
- The data collected is based on pharmaceutical industry which is generally masculine in nature. The observations cannot be derived as a logical conclusion to the other Industries.

8. DATA ANALYSIS AND INTERPRETATIONS

The data is classified, tabulated and analyzed to draw inferences from the data. The data collected through interview-schedule represents organization's hierarchical structures and gives representation of gender on every level and department.

8.1 Organizational Gender Diversity Profile

Organizational Gender Diversity profile explores the representation of men and women at various levels and departments.

8.1.1 Departmental Diversity Profile

From the sample size of 347 employees, women operating at various departments were 59 and men were 288. Following Table No. 1 indicates the representation of men and women in various departments.

Table No: 1 showing Departmental representation of male and female

Sr. No.	Departments	Total	Male	%	Females	%
1	Store	22	22	100.00	0	0.00
2	Engineering	59	59	100.00	0	0.00
3	Production	41	41	100.00	0	0.00
4	Analytical	93	75	80.65	18	19.35
5	Formulation	32	31	96.88	1	3.13
6	IPR	6	5	83.33	1	16.67
7	Purchases	7	5	71.43	2	28.57
8	HR	17	14	82.35	3	17.65
9	QA	8	5	62.50	3	37.50
10	Packing	7	6	85.71	1	14.29
11	Marketing	12	8	66.67	4	33.33
12	Accounts	8	7	87.50	1	12.50
13	Regulatory	18	4	22.22	14	77.78
14	QC	17	6	35.29	11	64.71
	Total	347	288	83.00	59	17.00

Source: Complied from field survey.

It can be seen from the Table No. 1, in Analytical, Formulation, IPR, Purchases, HR, Quality Assurance and Control, Packaging, Marketing and Accounts departments, representation of women is relatively less than the male employees. Only in two departments namely Regulatory and Quality Assurance, women presence is more than the male which shows feminine nature of the department. The three departments namely Stores, Engineering and Production are fully held by men and not a single women operating in this department. When we talked to the departmental heads regarding this, the three factors namely working conditions, heavy machine and material handling and lack of mechanical and electrical educational background were identified as major barriers to women's presence in these departments. This indicates the masculine nature of the departments.

### 8.1.2 Management Level Diversity Profile

From the 250 management level positions only 57 positions were occupied by females and 193 positions were held by men. Male occupies 80 percent of the management level position and female occupies only 20 percent positions.

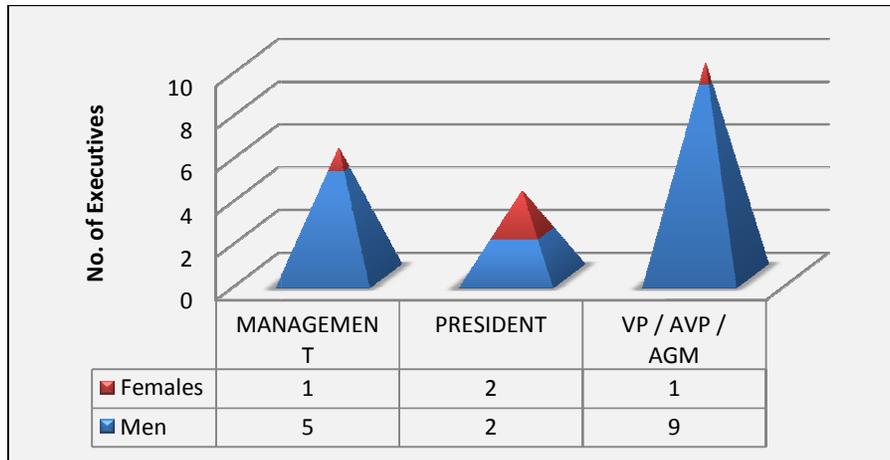**Table No. 2:** Gender Representation at Management Levels

Levels	Total	Men(m)	Females(f)	Difference (m-f)	% of Difference
Top Management Level	20	16	4	12	60.00
Middle Management Level	113	80	33	47	41.59
Lower Management Level	117	97	20	77	65.00
Total	250	193	57	136	70.47

Source: Compiled from field survey

Chart No. 1 and 2: Gender representation at Management Levels
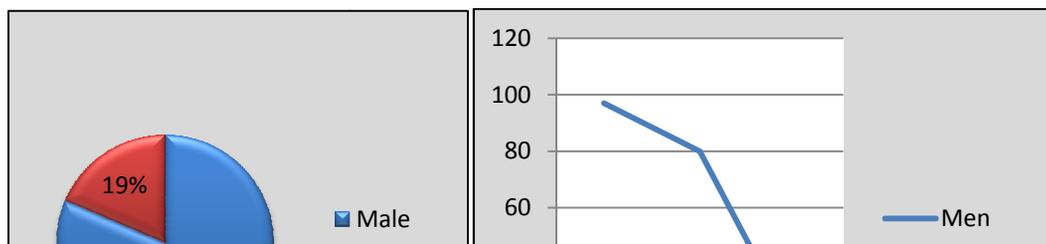
Chart No. 3 Gender Representation at the Top Level

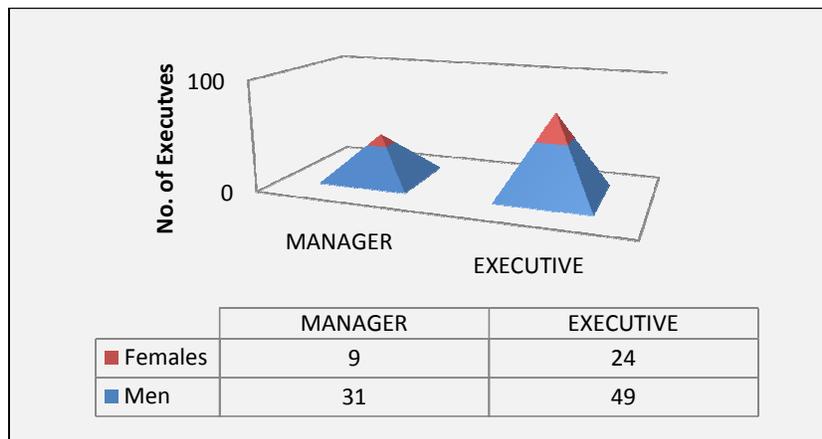|	MANAGEMENT	PRESIDENT	VP / AVP / AGM
■ Females	1	2	1
■ Men	5	2	9

Source: Compiled from field survey

- **Diversity at the Middle Management Level**

At the middle level, Manager and Executive positions shows higher presence of male than females.

Chart No. 4 Gender Representation at Middle Level

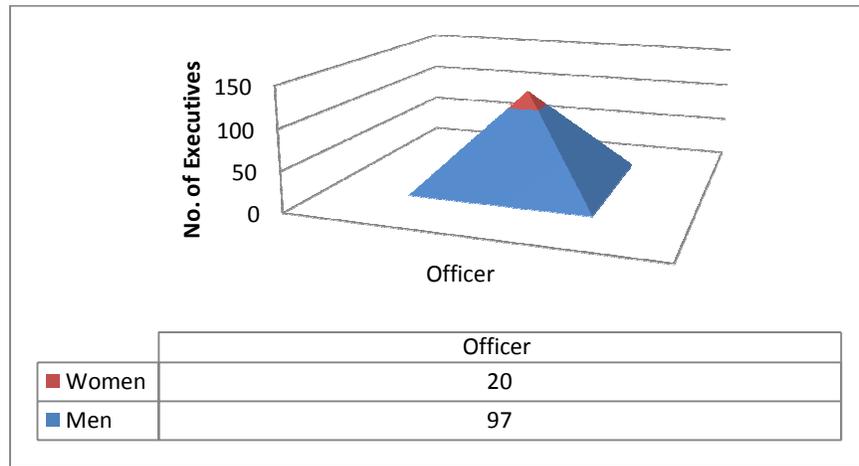|	MANAGER	EXECUTIVE
■ Females	9	24
■ Men	31	49

Source: Compiled from field survey

- **Diversity at the Lower Management Level**

At the officers/ executive level women occupies 20 positions and men occupies 97 positions.

Chart No. 5 Gender representation at Lower Level

	Officer
■ Women	20
■ Men	97

Source: Compiled from field survey

8.2 Hypothesis Testing

8.2.1 Hypothesis 1

Null Hypothesis (H0): There is no significant gender difference at the corporate departments.

Alternative Hypothesis (H1): There is significant gender difference at the corporate departments.

Table No. 3: showing the calculation of observed and expected frequencies by using one-dimensional Chi-Square

Departments	Observed Frequency (O)	Expected Frequency (E)	Residual (O-E)	$(O-E)^2$	$(O-E)^2/E$
Fully occupied by Men	3	2.8	0.2	0.04	0.014286
Mainly by occupied by Men	9	2.8	6.2	38.44	13.72857
Equally occupied by Men and Women	0	2.8	-2.8	7.84	2.8
Mainly occupied by Women	2	2.8	-0.8	0.64	0.228571
Totally occupied by Women	0	2.8	-2.8	7.84	2.8
14					19.57143

INTERPRETATION

The calculated Chi-Square value is 19.57143. The table value or Critical Value at 5% significance level and at DF=4 is 9.488. Since the calculated value 19.57 is higher than the table or critical value 9.488, we can reject the null hypothesis. It can be concluded that there is a significant gender difference at the corporate departments.

8.2.2 Hypothesis 2

Null Hypothesis (H0): There is no significant association between gender and management levels representation in the organization.

Alternative Hypothesis (H1): There is significant association between gender and management levels representation in the organization.

Table No. 4: Two-way Chi-square Analysis

Row	Col	f_o	f_e	f_o-f_e	$(f_o$-$f_e)^2$	$(f_o$-$f_e)^2/f_e$
1	1	16	15.44	0.56	0.3136	0.020311
1	2	80	87.236	-7.236	52.3597	0.600207
1	3	97	90.324	6.676	44.56898	0.493434
2	1	4	4.56	-0.56	0.3136	0.068772
2	2	33	25.764	7.236	52.3597	2.032281
2	3	20	26.676	-6.676	44.56898	1.670752
						4.885758

Interpretation - At DF= 2 and 5% significance level the table (critical) value is 5.991. Since the calculated value is less than the table value, we can accept the null hypothesis and it can be concluded that there is no significant association between male and female representation at the management level positions and both the factors are independent to each other.

9. FINDINGS AND CONCLUSIONS

From the study, following conclusions are derived-

- Gender representation at various departments is uneven. Three departments namely Stores, Engineering and Production are fully held by men and not a single women operating in this department. This indicates the masculine nature of the departments. It indicates the existence of some barrier which confines women in the specific departments and does not allow them to entre into engineering and technical departments. The barriers identified which restrict women's entry in these departments are heavy machine and material handling, congested work environment and lack of mechanical and electrical educational background.
- Gender diversity is not much visible in the organization surveyed. Women are moving from the lower level to middle level in significant number, however, there is no much movement form middle to top level. It indicates the existence of some barriers at the middle level which confines women at the middle level, which is popularly known as 'Glass Ceiling'.
- From the hypothetical findings it can be concluded that-
    o There is no association between gender and level of management. Both the factors are independent to each other.
    o There is significant association between gender and departmental representation of executives in the organization. Women's limited presence in core departments indicates the presence of glass walls in the organizations. The organization need to take measure to have fair distribution of men and women in all departments.

- The study concluded that there is limited gender diversity in the organization surveyed. The organization need to take measure to have equitable and fair distribution of managerial positions across gender, needs to motivate and help both to achieve career progression within the organization.
- To have gender diversity at the management level, measures like Training and development programs for women, Mentoring and counseling for career growth, better Family –work balancing policies can be undertaken by the organization.
- The research offers further scope of study on identifying the other factors acting as barriers to women wanting a career in masculine departments and managerial jobs in various industries.

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