



GENDER EQUALITY PRACTICES AT WORKPLACE

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RESEARCH ARTICLE



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Abstract

The study on gender equality practices at workplace aims to understand the effectivity of gender equality practices at work place at its implementation which shapes employees' perceptions of fairness, inclusion, and support within the organization. The study focuses on key dimensions such as psychological safety, equal opportunities, management support, and overall job satisfaction. This research further attempts to explore both organizational and individual factors that contributes to or hinders the implementation of gender equality practices in the workplace. It also seeks to analyze how these practices impact employees' mental well-being, comfort, and work-related attitudes. The study is based on quantitative data collected from employees through a structured questionnaire, providing a comprehensive understanding of workplace equality practices. Statistical tools such as percentage analysis, ANOVA, and correlation were used to analyze the data and interpret the findings effectively. The scope of the study focuses on employees' experiences and perceptions regarding gender equality practices in their daily work environment. The findings of the study aims to promote fairness, inclusion, and equality in the workplace.

Keywords: *Gender equality, Job satisfaction, mental well-being, fairness, equality, inclusion*

Introduction

Entering a workplace marks an important transition in an individual's professional life. It represents new opportunities for growth, learning, and career advancement. Along with these opportunities, employees must also adapt to organizational structures, work cultures, expectations, and interpersonal dynamics. The initial phase of employment plays a critical role in shaping employees' confidence, engagement, and long-term commitment to the organization. In contemporary workplaces, increasing attention is being given to gender equality and inclusive practices. Organizations are no longer evaluated solely on productivity and profit but also on how fairly and equitably they treat employees of all genders. Gender equality practices include fair recruitment and promotion systems, equal access to training and mentoring, unbiased performance evaluation, inclusive communication, and supportive organizational cultures. When such practices are clearly defined and effectively implemented, employees are more likely to feel respected, valued, and motivated. However, the absence or weak implementation of gender equality practices can create subtle yet significant challenges. Employees may experience unequal access to support, unclear role expectations, limited participation in decision-making, or discomfort in expressing concerns. These challenges are often not openly recognized as discrimination but can still influence employees' psychological well-being, job satisfaction, and sense of belonging. Such experiences may be more pronounced for women and other underrepresented groups, especially during the early stages of employment. To address these issues, organizations are increasingly focusing on equality-oriented human resource practices, inclusive onboarding processes, mentoring systems, transparent communication, and supportive leadership. Gender equality practices not only promote fairness and inclusion but also contribute to improved employee retention, enhanced organizational reputation, and sustainable performance. Understanding how these practices are perceived and experienced by employees is therefore essential for building equitable and effective workplaces.

Statement of the Problem

Despite growing awareness of gender equality and the introduction of various organizational policies, many workplaces struggle to translate equality principles into everyday practices. Gender equality initiatives may exist formally but are often inconsistently implemented or poorly communicated to employees. As a result, employees may perceive differences in access to support, recognition, career opportunities, and decision-making processes.

The lack of effective gender equality practices can negatively impact employee confidence, engagement, psychological well-being, and job satisfaction. It may also contribute to reduced organizational commitment and increased turnover. Therefore, there is a need to examine gender equality practices at the workplace and to understand employee perceptions regarding fairness, inclusion, and support within organizational environments

Significance of the Study

The study is significant as it focuses on evaluating gender equality practices in contemporary workplaces and their influence on employee experiences by examining how equality-oriented policies and practices are implemented and perceived, the study highlights areas where organizations succeed as well as areas that require improvement.

The findings of this research will be useful for human resource professionals, managers, and policymakers in designing and strengthening gender-inclusive workplace practices. Insights from the study can guide organizations in developing fair recruitment and promotion systems, effective mentoring programs, unbiased performance evaluations, and supportive work cultures. From an academic perspective, the study contributes to existing literature by shifting the focus from direct measurement of discrimination to the assessment of equality-oriented practices and perceptions. Overall, the study holds both practical and theoretical value in promoting inclusive workplaces and enhancing organizational effectiveness.

Objectives of the Study

- To examine employees' perception of gender equality in the workplace.
- To assess the level of psychological safety and comfort among employees
- To evaluate the extent of equal opportunities and fair treatment provided to employees.
- To analyze the impact of gender equality practices on employees' mental well-being and job satisfaction.
- To study the role of management support in promoting gender equality in the workplace.

Literature Review

Definition: Gender Inequality refers to differences in treatment, opportunities, and outcomes that arise due to an individual's gender. In the workplace, this may manifest as unequal pay, biased promotion practices, limited access to leadership roles, and uneven distribution of responsibilities. Gender Equality Practices are organizational policies, systems, and behaviours designed to ensure fair treatment, equal opportunity, and inclusion for employees of all genders. These practices include transparent recruitment and promotion processes, unbiased performance evaluations, equal access to training, mentoring opportunities, and supportive work-life balance initiatives.

Theoretical Framework

1. **Role Congruity Theory:** It explains how bias arises when societal stereotypes associated with gender conflict with expectations of certain workplace roles, particularly leadership positions. This theory highlights the importance of equality practices that challenge traditional stereotypes and promote fair evaluation of leadership potential.
2. **Social Role Theory:** It suggests that social and cultural expectations shape perceptions of appropriate roles for men and women. These expectations influence occupational choices, performance evaluations, and career advancement. Gender equality practices are essential in countering these socially constructed limitations within organizations.
3. **Resource Conservation Theory:** It explains resistance to gender equality initiatives by suggesting that individuals in privileged positions may perceive equality measures as a threat to existing advantages. This theory helps in understanding organizational resistance and the need for structured, well-communicated equality practices.



Figure – 1 (Authors: Mr. K. Selvanathan and Dr. P. Veeramani)

Challenges In Implementing Gender Equality Practices

Despite increased awareness, organizations face challenges in implementing gender equality practices effectively. These challenges include unconscious bias, lack of leadership commitment, inadequate policy enforcement, and resistance to cultural change. Addressing these barriers requires consistent effort, accountability, and organizational commitment.

Article Review

Vaibhav Shahi (2025), in his article "From Tradition to Transformation: Mapping Gender Inequality in Modern India", published in DME Journal of Law, explores the evolving landscape of gender inequality in India through a socio-legal lens. The study uses a qualitative design, relying on doctrinal research and analysis of legal texts, historical practices, and policy frameworks. It examines how traditional norms continue to influence modern gender roles despite constitutional guarantees and progressive legislation. Shahi highlights gaps in implementation and societal resistance as key barriers to gender equity. The article suggests strengthening legal enforcement, promoting gender-sensitive education, and fostering inclusive policy reforms to bridge the divide between tradition and transformation. Ziya Hasan (2020), in his study titled "Tribal Women in India: The Gender Inequalities and Its Repercussions", investigates the persistent gender disparities affecting tribal women across India.



Figure – 2 (Authors: Mr. K. Selvanathan and Dr. P. Veeramani)

The research employs a qualitative design based on secondary data sources such as government reports, census data, and scholarly literature. While no specific sample size or primary data collection technique is detailed, the methodology centres on thematic analysis and socio-cultural critique. The study reveals that tribal women face systemic barriers in education, healthcare, and employment, exacerbated by patriarchal traditions and institutional neglect. Hasan recommends targeted policy reforms, inclusive education initiatives, and community-level empowerment strategies to address these inequalities and foster equitable development. Sharma, N. (2019), in their study "Gender Bias in Indian IT Companies", focused on workplace inequality in Bengaluru's tech sector. Using a quantitative research design, they surveyed 120 employees (60 male, 60 female) through structured questionnaires. The findings revealed a significant disparity: women were 35% less likely to be promoted to managerial roles despite having comparable qualifications and experience to their male counterparts. The study highlights the persistence of gender bias in promotion practices and suggests the need for transparent evaluation systems and gender-sensitive HR policies to ensure equitable career advancement. Eweida, R. S, et al. (2025), in the article "Leaving No One Behind: Gender Inequality, Economic Inequality, and Organizational Entrenchment of Nurses in Remote Areas of Egypt", published in International Nursing Review, examine the intersection of gender and economic disparities within Egypt's healthcare system. Using a mixed-methods approach, the study focuses on nurses working in remote regions, highlighting how structural and organizational barriers disproportionately affect women. The findings reveal that female nurses face limited career mobility, wage disparities, and inadequate support systems, often exacerbated by geographic isolation and institutional rigidity. The authors argue that these challenges are rooted in both gendered labor norms and systemic neglect of rural healthcare infrastructure. The study recommends policy reforms aimed at decentralizing healthcare governance, improving resource allocation, and promoting gender-sensitive organizational practices to ensure equity and retention in underserved areas. Zhu, Xiji, et al. (2022), in the article "How Inclusive Is Workplace Gender Equality Research in the Chinese Context? Taking Stock and Looking Ahead", published in The International Journal of Human Resource Management, critically assess the scope and inclusivity of gender equality research within Chinese workplaces. Using a systematic literature review and content analysis of existing studies, the authors identify key gaps in representation, particularly the under exploration of intersectional factors such as ethnicity, class, and regional diversity. The study highlights that much of the research remains concentrated in urban, corporate settings, often overlooking marginalized groups and informal sectors. Zhu et al. advocate for broader methodological approaches, increased engagement with local cultural contexts, and interdisciplinary collaboration to enhance the relevance and impact of future gender equality research in China. Özbilgin, Mustafa F., et al. (2012), in the article "International Transfer of Policies and Practices of Gender Equality in Employment to and Among Muslim Majority Countries", published in Gender, Work and Organization, explore the complexities of implementing gender equality initiatives across diverse cultural and institutional contexts. Using a comparative and interdisciplinary framework, the study examines how global gender policies are adapted or resisted within Muslim-majority countries. The authors highlight that while international norms promote gender equity, local interpretations of religion, tradition, and governance often reshape these policies in practice. The research underscores the importance of contextual sensitivity, stakeholder engagement, and inclusive dialogue in transferring gender equality frameworks. It recommends culturally attuned strategies that align global standards with local values to foster sustainable change in employment practices.

Research Methodology

This research is descriptive in its nature as it obtains information concerning the hybrid work model practices and reports the findings of it. Under the method of probability sampling the researcher has adopted simple random sampling method for data collection. The Primary data was collected from the respondents through the delivered structured questionnaires comprising of closed and open questions. The Secondary source of data collection was from literature, journals, e-journals, magazines, internet

resources, and documents related to hybrid work model. The sample size was 63 derived from the target population of 284 on roll employees over the identified total workforce of 3000 employees. Likert's 5-point scale was used for the study as scoring pattern. The collected data was analyzed through SPSS applying various tests such as Chi-square to find out the significant association between the variables, 't' test to find out significant difference between the variables, ANOVA test to find out significant association among the variables and Karl Pearson's correlation to find out the significant relationship between the variables.

Data Analysis and Findings

Vast majority (93.5%) of the respondents belong to the 21–30 years of age group. Slightly more than half (51.6%) of the respondents were male, while nearly half (48.4%) were female. Majority (95.2%) of the respondents were single, while only a very small proportion (4.8%) were married. More than three fourth (77.4%) of the respondents were undergraduates, and a small proportion (12.9%) were postgraduates. More than half (58.1%) of the respondents have less than one year of work experience, while more than one third (37.1%) have 1–3 years of experience.

Table – 1: 't' test between Gender of the Respondents with regard to various dimensions of Gender Equality

S. No	Variables	Mean	Std. Deviation	Statistical Inference
1.	Perception Female (30) Male (32)	30.76 32.04	3.996 5.132	t- -1.091 0.113 P > 0.05 Not Significant
2.	Safety and comfort Female (30) Male (32)	28.8000 31.5719	4.429 4.660	t- -2.397 0.392 P > 0.05 Not Significant
3.	Fair treatment Female (30) Male (32)	31.3867 32.0500	3.402 5.021	t - -.605 0.004 P < 0.05 Significant
4.	Well-being and job satisfaction Female (30) Male (32)	31.9267 32.8625	3.392 4.226	t- -.957 0.023 P < 0.05 Significant
5.	Support equality Female (30) Male (32)	30.7733 31.7000	3.363 4.884	t- -.864 0.003 P < 0.05 Significant

The above table illustrates that there exists both significant and non-significant differences between gender of the respondents and various dimensions of gender equality practices such as perception, safety and comfort, fair treatment, well-being and job satisfaction, and support for equality. It is observed that male respondents have higher mean scores compared to female respondents across all the variables, indicating that male employees perceive the workplace more positively than female employees.

Null Hypothesis (H0): There is no significant difference between gender with regard to various dimensions of gender equality practices at the workplace.

Research Hypothesis (H1): There is a significant difference between gender with regard to various dimensions of gender equality practices at the workplace.

Result: Since $p > 0.05$ for perception and safety and comfort there is no significant difference between male and female respondents in these dimensions Since $p < 0.05$ for fair treatment well-being and job satisfaction, and support for equality there is a significant difference between male and female respondents in these dimensions Thus, the Null Hypothesis is partially accepted and partially rejected, and the Research Hypothesis is partially accepted.

Table – 2: One Way Analysis (ANOVA) of Variance among the respondents with regard to Gender Equality Practices in the Workplace

S. No	Dimensions	SS	df	MS	Mean	Statistical Inference
1.	Men and women treated equally Between Groups Within Groups	0.388 16.967	1 60	0.388 0.283	G1=3.47 G2=3.63	f = 1.373 p = 0.246 p > 0.05 Not Significant

2.	Work decisions made fairly					f = 0.460 p = 0.500 p > 0.05 Not Significant
	Between Groups	0.130	1	0.130	G1=3.53 G23.63	
	Within Groups	16.967	60	0.283		
3.	Equality improves overall work life					f = 0.039 p = 0.843 p > 0.05 Not Significant
	Between Groups	0.010	1	0.010	G1=3.60	
	Within Groups	14.700	60	0.245	G2=3.63	

The ANOVA analysis indicates that there is no significant difference between female (G1) and male (G2) respondents regarding dimensions of workplace equality, fair decision-making, and overall work life improvement.

Null Hypothesis (H0): There is no significant difference between female and male respondents with regard to dimensions of workplace equality, fairness in work decisions, and improvement in overall work life.

Research Hypothesis (H1): There is a significant difference between female and male respondents with regard to these dimensions.

Result-1: Men and women treated equally. Since $p = 0.246 > 0.05$, there is no significant difference between female (G1, mean = 3.47) and male (G2, mean = 3.63) respondents regarding whether men and women are treated equally. $F = 1.373$, Null Hypothesis is accepted; Research Hypothesis is rejected.

Result-2: Work decisions made fairly. Since $p = 0.500 > 0.05$, there is no significant difference between female (G1, mean = 3.53) and male (G2, Mean = 3.63) respondents regarding fairness in work decisions. $F = 0.460$, Null Hypothesis is accepted; Research Hypothesis is rejected.

Result-3: Equality improves overall work life. Since $p = 0.843 > 0.05$, there is no significant difference between female (G1, mean = 3.60) and male (G2, mean = 3.63) respondents regarding whether equality improves overall work life. $F = 0.039$, Null Hypothesis is accepted; Research Hypothesis is rejected.

Female and male respondents do not differ significantly in their perceptions of workplace equality, fairness in decision-making, or the effect of equality on overall work life.

Table – 3: Karl Pearson's co-efficient of correlation between Gender and various dimensions of Gender Equality

S. No	Dimensions	Correlation value	Statistical Inference
1	Perception	0.280	P > 0.05 Not Significant
2	Safety and comfort	0.020	P < 0.05 Significant
3	Support equality	0.391	P > 0.05 Not Significant

Correlation is significant at the 0.05 level (2-tailed).

It was evident from the given table that there is a relationship between the selected dimensions of gender equality practices in the workplace, namely perception, safety and comfort, and support equality. It was observed that safety and comfort show a statistically significant relationship, whereas perception and support equality do not exhibit a significant relationship with the related variable. Thus, the above table enables the researcher to understand that only safety and comfort have a meaningful association, while the other dimensions remain statistically insignificant.

Null Hypothesis (H0): There is no significant relationship between the selected dimensions (perception, safety and comfort, support equality) and the related variable.

Research Hypothesis (H1): There is a significant relationship between the selected dimensions (perception, safety and comfort, support equality) and the related variable.

Result 1: Since $p > 0.05$ for perception, there is no significant relationship between perception and the related variable. Thus, the Null Hypothesis is accepted and the Research Hypothesis is rejected.

Result 2: Since $p < 0.05$ for safety and comfort, there is a significant relationship between safety and comfort and the related variable. Thus, the Research Hypothesis is accepted and the Null Hypothesis is rejected.

Result 3: Since $p > 0.05$ for support equality, there is no significant relationship between support equality and the related variable. Thus, the Null Hypothesis is accepted and the Research Hypothesis is rejected.

Table – 4: Chi-Square test between Gender and Men and Women treated equally

Men and women treated equally				
S. No	Gender	Agree	Strongly agree	Total
1.	Female	16(53.3) (61.5)	14(46.7) (40.0)	30(100) (48.5)
2.	Male	10(31.3) (38.5)	21(65.6) (60.0)	32(100) (51.60%)

Total	26(41.9) (100)	35(56.5) (100)	62(100) (100)
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Pearson Chi-Square = 1.356a

Degree of freedom = 2

Level of Sig = .508

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 48.

Null Hypothesis (H₀): There is no significant association between the variables.

Research Hypothesis (H₁): There is significant association between the variables.

From the above Chi-Square test, since the p-value (0.508) is greater than the level of significance (0.05), it was obtained that there is no significant association between the variables. Thus, the Null Hypothesis is accepted and the Research Hypothesis is rejected.

Discussion

Based on the main findings, there are some suggestions for both to the employer as well as to the employees. These suggestions may aim to enhance the success and seamless integration of the gender equality practices at work places. Even though gender equality at workplace offers a lot of advantages to both the employers and the employees, still it comes with its own challenges and limitations.

- The management should develop and implement comprehensive gender equality policies that clearly define equal treatment, equal opportunities, and non-discriminatory practices, and ensure that these policies are effectively communicated to all employees
- Establish regular monitoring systems such as internal audits, employee surveys, and feedback mechanisms to continuously evaluate the effectiveness of gender equality practices and identify areas for improvement.
- Ensure complete transparency in promotions, rewards, and career advancement opportunities by clearly defining performance-based criteria and eliminating any scope for gender bias.
- Conduct periodic gender-sensitivity and diversity training programs to reduce unconscious bias and reinforce equality-oriented behaviour among employees.
- The employees should maintain a respectful and unbiased attitude towards colleagues by treating everyone equally, irrespective of gender, and contributing to a positive workplace environment.
- Avoid gender stereotypes and discriminatory behaviour in everyday work activities, ensuring fairness in collaboration and teamwork.
- Contribute to building a psychologically safe and supportive environment by encouraging colleagues, promoting cooperation, and reducing workplace stress
- Engage in continuous learning by participating in training programs and awareness initiatives related to gender equality, workplace ethics, and professional development.

Conclusion

Gender equality in the workplace is an important factor that contributes to employee satisfaction, organizational harmony, and overall productivity. The present study concludes that employees generally perceive that gender equality practices are maintained in the workplace, particularly in areas such as mutual respect, fair treatment, and performance-based promotions. Management plays a crucial role in promoting gender equality through effective policies, awareness programs, and employee support systems. By encouraging equal participation and eliminating discrimination, organizations can create a more inclusive and productive work environment. Therefore, strengthening gender equality practices will not only benefit employees but also improve organizational performance, employee morale, and long-term sustainability. A workplace that values fairness, respect, and equality is essential for building a healthy and progressive organizational culture.

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