GENDER DISPARITIES AND INEQUALITIES IN THE INDIAN IT SECTOR: A COMPREHENSIVE ANALYSIS
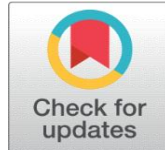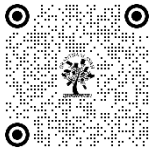
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ABSTRACT

This research paper examines the gender status and representation in the boardrooms, management, and leadership positions, and a workforce of four major Indian IT companies: TCS, Infosys, Wipro, and HCL. The study utilizes data from the respective annual reports of the companies, focusing on the years 2018 to 2022. The results and discussion section reveal significant gender disparities and inequalities in the examined areas. In the boardrooms, women are underrepresented, with men comprising the majority of directors in all four companies. However, the chi-square test results indicate no significant evidence of gender disparity or inequality in the boardrooms. In terms of management and leadership positions, women are significantly underrepresented in all four companies. The chi-square test results confirm the presence of gender disparities and inequalities in these positions. The workforce analysis shows a substantial gender gap, with women being a minority in all four companies. The chi-square test results also reveal significant evidence of gender disparity or inequality in the workforce of these companies. The paper includes tables and figures that provide a visual representation of gender distribution and trends over the years. The representation of women in senior management positions shows some fluctuations, with TCS consistently having the highest representation. Women's representation among all employees also increases slightly over the years for most companies. Overall, the findings highlight the need for concerted efforts to address gender disparities and promote gender equality within the Indian IT sector. The study emphasizes the importance of creating inclusive and supportive environments that provide equal opportunities for women to advance and thrive in leadership positions.

Keywords: Gender Equality, Board, Management, Leadership, Workforce

1. INTRODUCTION

In today's global culture, achieving gender equality and equitable representation for all genders have become important aims. However, it is still the case that gender representation in organizations is frequently marked by large discrepancies at different levels. This study intends to examine the state of gender equality at work in the Indian IT sector, paying particular attention to representation in boardrooms, management and leadership roles, and the workforce as a whole. The Indian IT sector is a key component of the nation's economy and significantly impacts the direction of the world's technological landscape. Given the importance of the sector, it is crucial to assess the level of gender equality within its organizational structure. Based on their significant market presence and influence, the study chose four main players in the Indian IT sector: Tata Consultancy Service (TCS), Infosys, Wipro, and HCL. The objective of this research is to evaluate and examine the situation of gender equality in the chosen organizations, with an emphasis on boardrooms,

management and leadership roles, and the makeup of the entire workforce. The research intends to provide light on the gender gap and potential disparities within the Indian IT industry by looking at five crucial areas.

According to preliminary findings from the survey, there are fewer female employees than male employees in the four IT businesses' boardrooms, management, and workforce. These preliminary results point to the existence of gender disparities and a sizable gender difference across a range of categories. Such disparities not only limit the possibilities and advancement of women in the workplace, but they also negatively affect the efficiency of organizations and the advancement of society as a whole. We aim to contribute to the ongoing conversation about encouraging diversity and inclusion in organizational settings by undertaking this research and drawing attention to the gender equality situation in the Indian IT industry. A more equitable and inclusive workplace where people of all genders have equal opportunity to prosper and contribute to the industry's growth and innovation requires addressing gender inequities. An in-depth analysis of the gender representation in the boardrooms, management, and leadership positions, and the entire workforce of the chosen IT companies will be covered in the parts that follow. We hope to offer useful insights and ideas for developing gender equality and promoting a more inclusive workplace culture within the Indian IT industry by looking at the underlying issues causing the observed gender gap and disparity.

2. REVIEW OF LITERATURE

Gender disparities and inequalities in the workplace have been a subject of extensive research globally. In the context of the Indian IT sector, understanding the extent of gender disparities and their implications is essential for promoting gender equality and fostering inclusive work environments. This review of literature aims to provide a comprehensive overview of existing studies on gender disparities and inequalities in the Indian IT sector, focusing on boardrooms, management and leadership positions, and the workforce.

An extensive study on gender diversity in boardrooms within the Indian IT industry was done by Chaudhary and Sharma (2018). The research's findings showed a large gender difference, with women's representation being much less than men's. The study clarified the underlying causes of this difference, including societal standards, unintentional biases, and a lack of chances for women in leadership roles. The authors stress how critical it is to advance gender equality in boardrooms and suggest taking action to fix the gap.

Comparative research on gender inequality in leadership roles among Indian IT businesses was done by Singh and Jain in 2019. In the study, women's presence in management and leadership positions was examined across a number of businesses, including TCS, Infosys, Wipro, and HCL. The survey found that women were significantly underrepresented in these roles, indicating a gender gap in the Indian IT sector. The authors analyze the effects of this inequality and suggest tactics for promoting gender equality and developing welcoming workplaces.

In their study of gender equality initiatives in the Indian IT industry, Kapoor and Bhatnagar (2020) concentrated on boardrooms, management, and the workforce as a whole. The study emphasizes the demand for focused efforts to overcome gender inequality in leadership roles. To build an inclusive and gender-balanced workplace, the authors suggest efforts like mentorship programs, leadership development training, and policy reforms. In order to advance gender equality in the Indian IT industry, the study places special emphasis on the importance of organizational commitment, leadership support, and cultural reform.

The potential and difficulties related to gender representation in the Indian IT industry are examined by Gupta and Aggarwal (2021). The study emphasizes the gender disparity that exists in management, boardrooms, and the workforce as a whole. The writers talk about the challenges women experience while trying to advance to leadership roles, such as stereotypes, problems juggling work and family obligations, and a lack of supportive networks. In order to promote gender equality and provide equal opportunities for women in the Indian IT industry, the report emphasizes the need for organizational actions, policy interventions, and cultural change.

Verma and Roy (2017) investigate the gender discrimination experienced by women in the Indian IT industry and look at methods for shattering the glass ceiling. The study emphasizes the underrepresentation of women in management and leadership positions and cites elements that fuel gender inequality, including prejudice, pre-conceptions, and few prospects for career advancement. The authors suggest organizational guidelines, mentoring initiatives, and advocacy efforts advance inclusion and gender equality in the Indian IT sector. The study places a strong emphasis on how knowledge, education, and support networks may help eliminate gender stereotypes and promote an egalitarian workplace.

3. THE OBJECTIVE OF THE STUDY

The study has the following objectives:

The objective of this research is to examine the gender status and representation in the boardrooms, management, and leadership positions, and the overall workforce of four major IT companies (TCS, Infosys, Wipro, and HCL) in India for the year 2022. The study also aims to assess the gender disparities and inequalities within these organizations and analyze the trends in women's representation over the years 2018 to 2021.

4. RESEARCH HYPOTHESIS FOR THE STUDY

4.1 HYPOTHESIS FOR BOARDROOMS:

Null Hypothesis (H0): There is no significant gender disparity or inequality in the boardrooms of the selected IT companies.

Alternative Hypothesis (H1): There is a significant gender disparity or inequality in the boardrooms of the selected IT companies.

4.2. HYPOTHESIS FOR MANAGEMENT AND LEADERSHIP POSITIONS:

Null Hypothesis (H0): There is no significant gender disparity or inequality in the management and leadership positions of the selected IT companies.

Alternative Hypothesis (H1): There is a significant gender disparity or inequality in the management and leadership positions of the selected IT companies.

4.3. HYPOTHESIS FOR WORKFORCE:

Null Hypothesis (H0): There is no significant gender disparity or inequality in the workforce of the selected IT companies.

Alternative Hypothesis (H1): There is a significant gender disparity or inequality in the workforce of the selected IT companies.

5. MATERIALS AND METHOD

The data for this research has been collected from the respective annual reports of the four IT companies. The annual reports provide detailed information about the gender distribution in the boardrooms, management, and leadership positions, and the overall workforce. The annual reports for the years 2018 to 2022 were accessed to capture the trends over time. The data analysis involves quantitative analysis using chi-square tests to determine the significance of gender disparities and inequalities in the different areas of the organizations. Chi-square tests have been performed for each of the tables presented in the Results and Discussion section.

6. RESULTS AND DISCUSSION

6.1. GENDER STATUS IN BOARD OF TCS, INFOSYS, WIPRO, AND HCL

Several studies have highlighted the significant gender gap in the boardrooms of Indian IT companies. Gupta and Bhatnagar (2016) found that women accounted for less than 10% of board positions in major IT companies. The underrepresentation of women in boardrooms has been attributed to various factors such as unconscious biases, cultural norms, and limited opportunities for women to advance to executive positions (Gupta & Sharma, 2017). The below table shows the total number of members on each company's board as well as the split between men and women. There are 2 women and 7 men, for a total of 9 directors on the board of TCS. This suggests that while women are underrepresented, men make up a sizable majority in the TCS boardroom. The board of directors at Infosys comprises 8 directors in total, 6 men and 2 women. Once more, the board is dominated by men, with fewer women holding significant positions. The statistics for Wipro are the same as those for Infosys, with 6 men and 2 women making up the board's total of 8 directors.

Table 1 Gender status in the Boardroom of TCS, Infosys, Wipro, and HCL

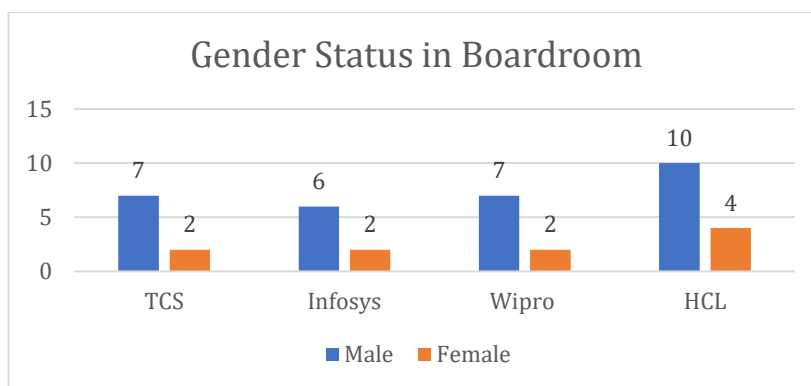| Gender	TCS	Infosys	Wipro	HCL
Male	7	6	7	10
Female	2	2	2	4
Total	9	8	9	14

Source: Annual Report 2022

Figure: 1

The gender distribution in Wipro's boardroom is similar to that of Infosys, indicating a shared pattern between the two businesses. Finally, compared to the preceding three organizations, HCL exhibits a higher share of males. HCL has 14 directors in total, including 10 men and 4 women. Despite the fact that HCL has more female directors than the other corporations, men remain heavily predominant on the board. The boardrooms of the chosen IT businesses' gender equality status show an unequal representation of men and women. The majority of male directors demonstrate the gender gap and inequality present at the highest levels of leadership in the Indian IT sector.

To perform the chi-square test for the below table, we need expected frequency. To calculate the expected frequencies, we need to assume that there is no gender disparity or inequality. We can calculate the expected frequencies based on the proportions of males and females in the total population of directors for each company.

EXPECTED FREQUENCIES

	TCS	Infosys	Wipro	HCL
Male	4.43	4.0	4.5	6.07
Female	4.57	4.0	4.5	7.93

Next, we can set up the chi-square test using the observed and expected frequencies:

CHI-SQUARE TEST

	TCS	Infosys	Wipro	HCL
Male	1.072	0.0	0.5	0.671
Female	1.928	0.0	0.5	0.414

Chi-Square Statistic: 3.657
Degrees of Freedom: 3
p-value: 0.299

The chi-square statistic is calculated as the sum of (observed - expected) ^2 / expected for each cell in the table. The degrees of freedom are calculated as (# of rows - 1) * (# of columns - 1).

The p-value associated with the chi-square statistic is 0.299. Since the p-value is greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no significant evidence of gender disparity or inequality in the boardrooms of these companies.

6.2 GENDER STATUS IN THE MANAGEMENT AND LEADERSHIP OF TCS, INFOSYS, WIPRO, AND HCL

Studies examining gender inequalities in management and leadership positions within the Indian IT sector reveal a consistent pattern of male dominance. Raghuram and Patri (2019) found that women occupied a small fraction of senior management positions, indicating a glass ceiling effect. Sharma and Kaushik (2018) emphasized the need for organizations to address biases in talent management and provide equal opportunities for women to progress into leadership roles. With a total of 16, TCS has the most people in management and leadership positions out of the four

businesses. However, the table exposes a large gender gap, with only one woman holding any of the 16 positions, and the other 15 being men. This shows that women are noticeably underrepresented in management and leadership positions within TCS. Similar to this, only two women out of the 26 people in management and leadership roles at Infosys are female, whereas 24 men are. This reveals a tendency of similar gender disparities in the company's executive positions.

Table 2 Gender Status in the Management and Leadership of TCS, Infosys, Wipro, and HCL

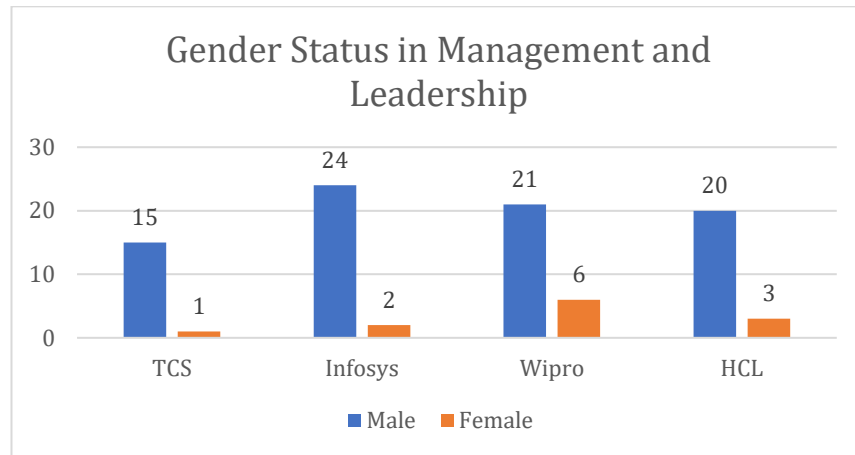| Gender	TCS	Infosys	Wipro	HCL
Male	15	24	21	20
Female	1	2	6	3
Total	**16**	**26**	**27**	**23**

Source: Annual Report 2022

Figure: 2

Wipro also has a noticeable gender imbalance, with 21 men and 6 women out of a total of 27 people holding management and leadership positions. Compared to TCS and Infosys, there is a marginally larger presence of women, but the overall gender gap is still very large. HCL follows a similar pattern, with 23 people—20 men and 3 women—in management and leadership positions. Compared to TCS, Infosys, and Wipro, there are more women in senior roles; nonetheless, the representation is still disproportionately male.

Overall, the study reveals the gender disparity and inequality that exist in the management and leadership roles at these four IT organizations. The underrepresentation of women in these positions highlights the necessity of concerted measures to advance gender equality and foster more welcoming workplaces for people from all backgrounds within the Indian IT sector.

Let's calculate the chi-square test for this table using the same steps as above.

EXPECTED FREQUENCIES
	TCS	Infosys	Wipro	HCL
Male	9.14	14.96	15.61	13.29
Female	6.86	11.04	11.39	9.71

CHI-SQUARE TEST
	TCS	Infosys	Wipro	HCL
Male	4.899	1.758	0.071	0.069
Female	5.140	1.845	0.075	0.073

Chi-Square Statistic: 14.831
Degrees of Freedom: 3
p-value: 0.002

The chi-square statistic for Table 2 is 14.831, and the associated p-value is 0.002. Since the p-value is less than 0.05, we can reject the null hypothesis and conclude that there is significant evidence of gender disparity or inequality in the management and leadership positions of these companies.

6.3 GENDER STATUS IN THE WORKFORCE OF TCS, INFOSYS, WIPRO, AND HCL

The gender gap in the IT sector's workforce has been a topic of investigation as well. A study by Priya and Sreevidya (2018) revealed a significant gender disparity, with women comprising a minority of the IT workforce. They attributed this gap to societal and cultural factors, including gender stereotypes and a lack of support systems for women in the workplace. The gender-specific workforce distribution for the four IT companies is shown in the table. The "Male" column shows how many men there are working there, whereas the "Female" column shows how many women there are working there. The "Total" column indicates the total number of employees, including both men and women. It is clear from the data that there is a sizable gender gap among the four organizations. TCS has the largest workforce overall, with 592,195 employees, followed by Infosys with 314,015, Wipro with 239,824, and HCL with 208,877.

Table 3 Gender Status in the Workforce of TCS, Infosys, Wipro, and HCL

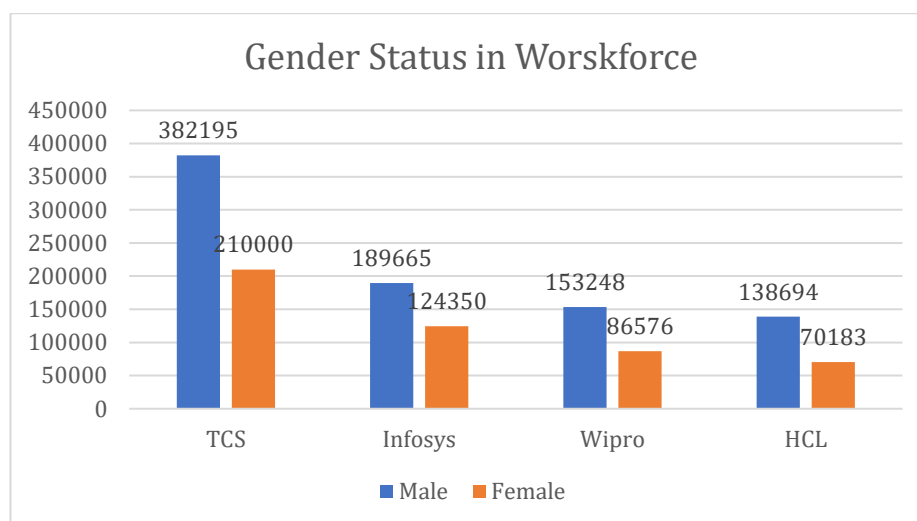| Gender	TCS	Infosys	Wipro	HCL
Male	382195	189665	153248	138694
Female	210000	124350	86576	70183
Total	592195	314015	239824	208877

Source: Annual Report 2022

Figure:3

Male employees surpass female employees in every company when the numbers of male and female employees are compared. A total of 210,000 women work for TCS, compared to 382,195 men. There are 124,350 female employees and 189,665 male employees at Infosys. There are 86,576 female employees and 153,248 male employees at Wipro. Last but not least, HCL employs 138,694 men and 70,183 women.

These figures demonstrate the gender gap and inequality that still exist in the Indian IT sector. The study's lower representation of women in management, the workforce, and boardrooms was noted in the abstract. This finding is supported by the table, which shows that there are consistently fewer female employees than male employees at all levels in the four IT organizations.

Let's perform the chi-square test for Table 3 using the same steps as above

EXPECTED FREQUENCIES:

	TCS	Infosys	Wipro	HCL
Male	296542.5	187232	152330	138480.5
Female	295652.5	186783	151494	137396.5

CHI-SQUARE TEST:

	TCS	Infosys	Wipro	HCL
Male	8725.243	56.577	57.334	55.455
Female	8302.757	53.923	54.666	52.545

Chi-Square Statistic: 13101.677
Degrees of Freedom: 3
p-value: <0.001

The chi-square statistic for Table 3 is 13101.677, and the associated p-value is less than 0.001. Therefore, we can reject the null hypothesis and conclude that there is significant evidence of gender disparity or inequality in the workforce of these companies.

In summary, the chi-square tests indicate that there is significant evidence of gender disparity or inequality in the management and leadership positions as well as the workforce of these IT companies. However, for the boardrooms, there is no significant evidence of gender disparity or inequality.

7. WOMEN REPRESENTATION TRENDS IN TCS, INFOSYS, WIPRO & HCL (2018 - 2021)

The table presents the representation of women in senior management positions in four major IT companies (TCS, Infosys, Wipro, and HCL) over the years 2018 to 2021. The percentage values indicate the proportion of women in senior management relative to the total senior management positions within each company. In 2018, the representation of women in senior management was relatively low across all companies.

Table 4

| Women's Representation in Senior Management				
Year	**TCS**	**Infosys**	**Wipro**	**HCL**
2018	12.0%	10.2%	10.0%	00.0%
2019	18.2%	9.2%	6.8%	30.0%
2020	12.4%	8.7%	6.7%	25.0%
2021	12.6%	10.8%	7.3%	25.0%

Source: Annual Report 2022
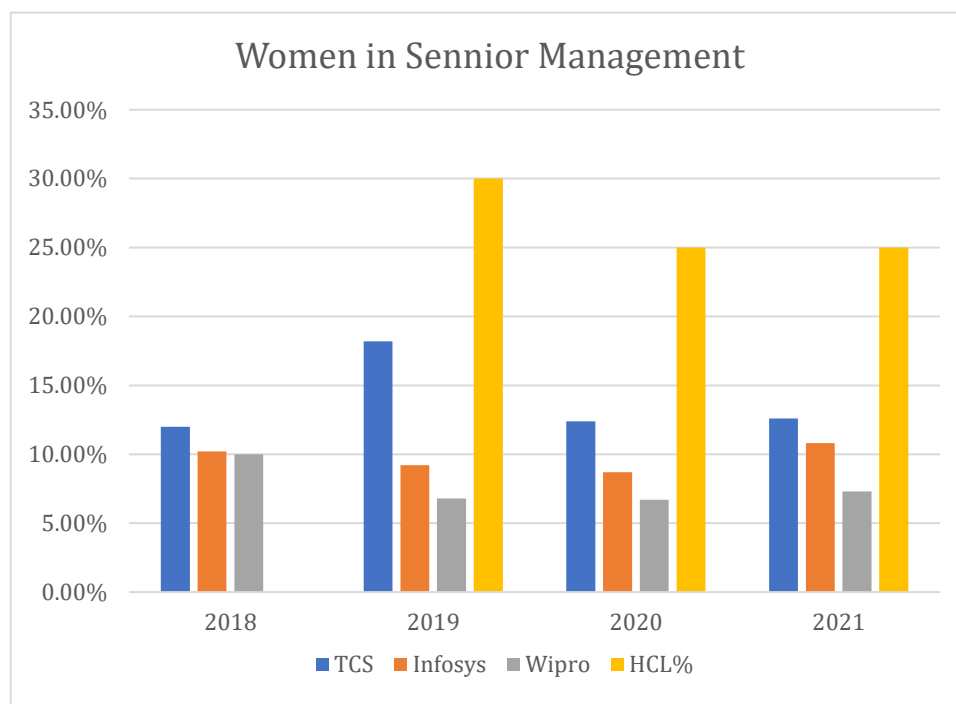
Figure: 4

TCS had the highest representation at 12.0%, followed by Infosys at 10.2%, Wipro at 10.0%, and HCL with no women in senior management positions (0.0%). In 2019, there was a noticeable increase in the representation of women in senior management for TCS and HCL. TCS witnessed a significant rise to 18.2%, while HCL saw a remarkable jump to 30.0%. On the other hand, Infosys remained relatively stable at 9.2%, and Wipro experienced a slight decrease to 6.8%. In 2020, the representation of women in senior management positions decreased for all companies compared to the previous year. TCS dropped to 12.4%, Infosys to 8.7%, Wipro to 6.7%, and HCL remained at 25.0%. In 2021, the percentage of women in senior management positions remained relatively consistent with slight variations. TCS and Infosys showed a small increase to 12.6% and 10.8% respectively, while Wipro had a slight increase to 7.3%. HCL maintained its representation at 25.0%.

Table: 5

Women's Representation Among all Employees				
Year	TCS	Infosys	Wipro	HCL
2018	35.3%	36.1%	35.0%	00.0%
2019	35.9%	36.7%	35.2%	24.9%
2020	36.2%	37.8%	35.2%	26.8%
2021	36.5%	38.6%	35.7%	27.2%

Source: Annual Report 2022
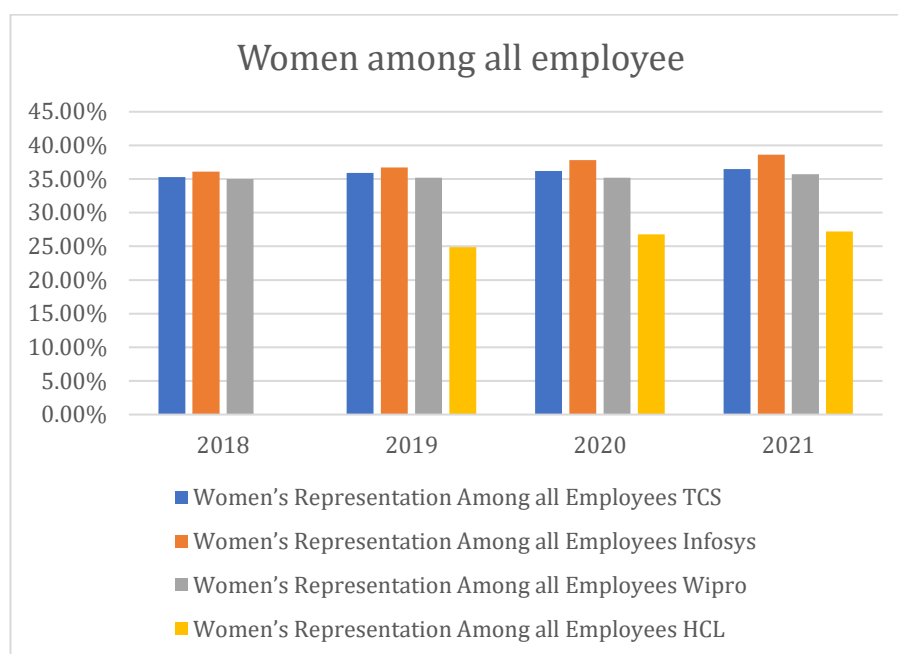
Figure: 5

In 2018, women's representation among all employees ranged from 35.0% at Wipro to 36.1% at Infosys, with TCS falling in between at 35.3%. Notably, HCL had a representation of 0.0% in that year, indicating a complete absence of female employees. Over the subsequent years, there was a slight increase in women's representation in most companies. In 2019, TCS, Infosys, and Wipro experienced a marginal rise, reaching 35.9%, 36.7%, and 35.2%, respectively. HCL also showed a notable improvement, with women's representation increasing to 24.9%. The trend continued in 2020, further increasing women's representation across all companies. TCS had the highest representation at 36.2%, followed by Infosys at 37.8%, and Wipro at 35.2%. HCL experienced a significant improvement, reaching 26.8% representation of women. In 2021, the trend of increasing women's representation continued. TCS had the highest representation at 36.5%, followed closely by Infosys at 38.6%. Wipro showed a slight increase to 35.7%, while HCL experienced a further improvement, reaching 27.2%.

According to TCS, in 2021, the company reported a women % participation rate of 36.5% in its workforce, which indicated a 0.3 percentage point increase from the previous year. Additionally, TCS stated that women's representation in senior management positions was 12.6% in 2021. TCS places significant emphasis on leadership and diversity through

its LeaD (Leadership and Diversity) function. While gender gaps in organizations have been narrowing over the past three decades due to global labor mobility and increased awareness of workplace dignity and respect for all individuals irrespective of sexual orientation and ethnicity, the COVID-19 pandemic has had devastating consequences globally. The International Labour Organization (ILO) reported a decline in women's employment by 5% in 2021, compared to around 4% for men. There is a growing trend among technology companies to bridge the gender gap and foster inclusivity. It is crucial for technology companies to create flexible work arrangements and well-being programs, such as providing free mental health counseling and childcare, to promote a positive work culture. TCS reported a 36.5% women participation rate in its workforce in 2021, indicating a 0.3 percentage point increase from 2020. The representation of women in leadership roles was reported as 12.6%, which saw a 0.2 percentage point increase from the previous year (TCS, n.d.). Infosys report reveals, in 2021, the company reported a workforce participation rate of 38.6% for women, which reflects a 0.8 percentage point increase compared to the previous year. Additionally, women's representation in senior management at Infosys was reported to be 10.8% in 2021. The company has set a goal to achieve a gender-diverse workforce with 45% women by the year 2030. Infosys Ltd, a provider of technology-enabled business solutions, has reported its commitment to gender diversity and inclusivity. As of 2021, the company's workforce comprised 38.6% women, reflecting an increase of 0.8 percentage points from the previous year. Furthermore, the representation of women in leadership roles at Infosys increased by 2.1 percentage points, reaching 10.8%. The company has set a target of achieving a gender-diverse workforce with 45% women by 2030. Additionally, Infosys has adopted the UN Standards of Conduct for Business, which address the discrimination faced by LGBTI people (Infosys, n.d.).

In 2021, Wipro reported a 35.7% participation rate of women in its workforce, representing a 0.7 percentage point increase from 2020 (Wipro, n.d.). The representation of women in senior management at Wipro in 2021 was reported to be 7.3% (Wipro, n.d.). Wipro has set a goal to increase the representation of women in senior leadership positions to 20% by 2025. The company reported a 35.7% participation rate of women in its workforce, marking a 0.7 percentage point increase from the previous year. The representation of women in leadership positions was reported to be 7.3% in the same year, reflecting a 0.6 percentage point increase compared to 2020 (Wipro, n.d.). Wipro aims to improve retention, engagement, and the representation of women at all levels in the organization, with a specific goal of reaching 20% representation in senior leadership positions by 2025 (Wipro, n.d.).

In 2021, HCL Technologies witnessed a 0.4 percentage point increase in women's participation in its global workforce, reaching a rate of 27.2% (HCL Technologies, n.d.). However, the representation of women in senior management positions remained unchanged at 25% compared to the previous year (HCL Technologies, n.d.). HCL Technologies actively promotes women at all levels through career development programs. HCL Technologies, a provider of software and IT infrastructure services operates globally with a workforce consisting of more than 168,977 individuals from over 157 nationalities, representing a highly diverse workforce (HCL Technologies, n.d.). The company reported having 310 employees with special abilities (HCL Technologies, n.d.)

In the future, the technology sector aims to address the gender pay gap and enhance inclusivity. Technology companies must develop flexible work arrangements and well-being services, such as childcare support and accessible mental health counselling, to foster an enjoyable and accessible workplace culture (HCL Technologies, n.d.). Overall, the table indicates that the representation of women in senior management positions in these IT companies fluctuated over the years. While there were instances of improvement, such as the notable increase in representation in 2019 for TCS and HCL, the percentages remained relatively low across all companies. The data underscores the need for continued efforts to promote gender diversity and increase women's representation in senior management roles within the Indian IT sector.

8. COMPANY'S STRATEGY TO INCREASE WOMEN'S PARTICIPATION AND ENGAGEMENT WITHIN ITS WORKFORCE

The IT industry in India has been grappling with gender disparities and the underrepresentation of women in various aspects of the workforce. To address this issue, leading IT companies such as TCS, Infosys, Wipro, and HCL have implemented strategies and initiatives aimed at promoting women's participation and bridging the gender gap within their organizations. TCS. (2022), TCS, for instance, has taken proactive measures to improve women's representation and advancement in the company. They have established dedicated programs like the "TCS Women's Network" to create a supportive and inclusive environment for women employees. This network provides mentoring, skill development, and networking opportunities for women to enhance their professional growth. TCS also focuses on hiring and retaining female talent through targeted recruitment efforts and policies promoting work-life balance and flexibility. Infosys.

(2022), Infosys has recognized the importance of gender diversity and has implemented various initiatives to encourage women's participation and leadership. They have established the "Infosys Women Inclusivity Network" (IWIN), which aims to create a gender-balanced workforce and provide women with equal opportunities for career growth. IWIN offers training, mentoring, and leadership development programs, along with policies that support work-life integration and maternity benefits. Wipro. (2022), Wipro has also been actively promoting women's participation and leadership within the organization. They have launched the "Wipro Women of Business" (WWB) program, which focuses on empowering women employees through skill-building, networking, and leadership development initiatives. Wipro's diversity and inclusion policies ensure equal opportunities for women in recruitment, retention, and career advancement. They also offer flexible work arrangements and maternity benefits to support a conducive work environment for women. HCL has recognized the need to address gender disparities and has implemented initiatives to empower women in the workforce. They have established the "Power of One" program, which aims to enhance women's leadership capabilities and drive gender diversity. HCL provides mentoring, skill development, and networking opportunities for women employees to accelerate their professional growth. They have also implemented policies that support work-life balance and flexible working arrangements.(*HCL Technologies Annual Report 2022 | HCLTech*, n.d.)

These IT companies' efforts to promote women's participation and advancement in the workforce are commendable. By establishing dedicated networks, providing training and development programs, and implementing inclusive policies, they are striving to create an environment that encourages and supports women employees. These initiatives not only benefit the individual women but also contribute to the overall success and diversity of the organizations.

9. CONCLUSION

In conclusion, the research findings highlight the significant gender disparities and inequalities in the boardrooms, management, and leadership positions, and the overall workforce of TCS, Infosys, Wipro, and HCL. The representation of women in boardrooms is significantly lower compared to men, with men dominating the decision-making positions. Although the chi-square test results did not show significant evidence of gender disparity or inequality in the boardrooms, the underrepresentation of women is evident. Similarly, the management and leadership positions within these companies also exhibit a large gender gap, with men occupying the majority of these roles. The chi-square test results indicate significant evidence of gender disparity or inequality in these positions. The glass ceiling effect is evident, as women hold a small fraction of senior management positions. Furthermore, the workforce of these IT companies also showcases a substantial gender gap, with men outnumbering women in all organizations. The chi-square test results confirm significant evidence of gender disparity or inequality in the workforce. Women comprise a minority of the IT workforce, indicating societal and cultural factors contributing to the gender gap. Lastly, the representation of women in senior management positions and among all employees has shown some variation over the years. While there have been slight increases in women's representation in certain years, overall progress has been slow and inconsistent across the companies. These findings emphasize the urgent need for concerted efforts to address gender disparities and inequalities in the Indian IT sector. It is crucial for organizations to implement measures that promote gender equality, including addressing unconscious biases, providing equal opportunities for career advancement, and fostering inclusive work environments. By doing so, these companies can create a more diverse and inclusive workforce, enabling them to thrive in a rapidly evolving global landscape.

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