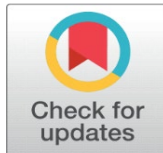
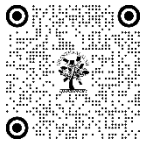


GENDER DIFFERENCE IN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

The Paper zeroes in upon the different treatment being meted out to the women folk and racial minorities which is what stymies the growth and potential of them in a workplace and a career. The paper further investigates that Women also lag behind in terms of a gender pay gap which is sometimes not discernible but does exist in certain sectors. Also, then there is the tendency of the companies to recruit women in softer roles of the order of the Human Resource management departments which further delimits the broad and comprehensive span of their work and their wider contributions to the organization. How gender plays a key role in the designations of women workers, labour force is a highlight of the narrative of the paper

Keywords: Gender, Workplace, Career Pay Gap

1. INTRODUCTION

Gender remains a core concern in the nations and the communities that we live and subsist in. Women folk have always had an uphill task while they manage families and some work in organizations for augmenting their bread and butter and strengthening their vocations and families. A lot of talk persists concerning the nom de plume of a “glass ceiling”. Once the women workers reach a specific station in their vocation then due to gender biases they find it difficult to rise above a certain level and are stuck at a position in an organization.

The abstract introduces a set of terms which deserve and warrant deliberations and enumeration in the introduction. The term gender refers to the fact of being a male and a female where in the gender variable is a defining element. The difference between the earnings of man and women happens to refer to the nomenclature of the Gender Pay gap which breeds disillusionment and discrimination at the workplace. Workplace is the place where the work is carried out on the floor of the office leading to productivity for the pay masters.

When a worker stays put in an organization and does not the chosen work or the work of his specialization then a great deal of simmering dissatisfaction creeps in which is one of the factors which impinges upon the productivity of the worker. Its much often that women’s commitment towards the organization they work in, is questioned premised upon the notion that they are a weaker and an inferior self.

2. THE MCKINSEY REPORT: REVIEW OF LITERATURE

A section of Literature review premised upon the excerpts of the Mckisney Report can be attempted over here followed by a Harvard report on the concerned theme. A literature review analyses the content and the narrative of published papers, newspaper articles, books and authoritative reports such as the ones discussed in the presented review over here

In the same thematic sequence, Donahue argues in his research paper that, “One can critically review the published research on sexual harassment. Definitional, epidemiological, etiological, treatment, and prevention issues are examined as well as the literature on the effects of sexual harassment. Suggestions for future research are provided. Although there are many controversies concerning the definition of sexual harassment, it is clear that there are subtypes of sexual harassment, such as gender harassment, unwanted sexual attention, and sexual coercion. Existing research indicates that sexual harassment is a frequent form of victimization of women, affecting around half of all women, with verbal harassment being more common than nonverbal harassment.”¹

And in the same thematic sequence, another related and attendant Book dwells upon the theme of workplace discrimination. *Invisible Women: Exposing Data Bias in a World Designed for Men* is a 2019 book by British feminist author Caroline Criado Perez. The book describes the adverse effects on women caused by gender bias in big data collection.²

Mckinsey and company’s report informs us pithily that, “What’s more, women continue to face barriers at the beginning of the pipeline. They remain less likely than men to be hired into entry-level roles, which leaves them underrepresented from the start. Then, women are far less likely than men to attain their very first promotion to a manager role—a situation that’s not improving. In 2018, for every 100 men who received their first promotion to manager in 2018, 79 women were promoted; this year, just 81 women were.

Because of this “broken rung” in the corporate ladder, men significantly outnumber women at the manager level, making it incredibly difficult for companies to support sustained progress at more senior levels. This phenomenon is even worse for women of colour, who represent only 7 percent of current C-suite positions—just a four-percentage-point increase since 2017.”³ Thus, it can be discerned that a great iota of discrimination permeates through workplace environments which leads to races and women getting mired in the rut due to the traditions and the accepted practices of the world at large. Mckinsey’s data reflects the different treatment being meted out to the women folk and racial minorities which is what stymies the growth and potential of them in a workplace and a career. Women also lag behind in terms of a gender pay gap which is sometimes not discernible but does exist in certain sectors. Also, then there is the tendency of the companies to recruit women in softer roles of the order of the Human Resource management departments which further delimits the broad and comprehensive span of their work and their wider contributions to the organization.

Mackinsey’s report further asserts that, “Women have made modest but meaningful gains at the vice president and senior-vice-president levels since 2018, but their progress is more fragile than it appears. The main driver of women’s increased representation was a reduction in the number of line roles (that is, positions with profit-and-loss responsibility, a focus on the company’s core operations, or both), which disproportionately affected men given that they hold more of these positions. In the C-suite, women’s progress was even less sustainable. While the reduction of line roles was still a factor, the primary reason women’s representation increased was because companies, on average, added staff roles—that is, positions in support functions, such as human resources, legal, and IT—and hired women into these new positions. Since companies cannot add new staff roles indefinitely, this is not a viable path to parity.”⁴ Women folk thus remain discriminated against at the workplace. As an attendant fact, one can contend that whatever gains the women have made at the workplaces is mostly not about a strategic amelioration of the women’s discrimination but recruitment of women at middle levels can be attributed to the staffing concerns in organizations where in the issue of women empowerment and enhancement is generally a façade which the organizations follow.

¹ William O Donohue, “Aggression and Violent Behavior”, Volume 3, Issue 2, Summer 1998, Pages 111-128

² Carolene Perez, “Invisible Women, Abrams Books, 2012“

³ Mckinsey and Company, “Women in the workplace 2024: The tenth Anniversary report,” 2022

⁴ Ibid

3. THE HARVARD BUSINESS TALK: FURTHERING THE REVIEW OF LITERATURE

The prestigious Harvard Business Review argues about the theme of the work family balance comes forth as an often argued bane of the women's ascendance at the workplace. One of the releases of the Harvard Business Review argues that, "Ask people *why* women remain so dramatically underrepresented, and you will hear from the vast majority a lament—an unfortunate but inevitable "truth"—that goes something like this: High-level jobs require extremely long hours, women's devotion to family makes it impossible for them to put in those hours, and their careers suffer as a result. We call this explanation the work/family narrative. In a 2012 survey of more than 6,500 Harvard Business School alumni from many different industries, 73% of men and 85% of women invoked it to explain women's stalled advancement. Believing this explanation doesn't mean it's true, however, and our research calls it seriously into questions⁵

The Harvard Report further informs us that, "We heard this explanation a few years ago from a global consulting firm that, having had no success with off-the-shelf solutions, sought our help in understanding how its culture might be hampering its women employees. The firm recruits from elite colleges and MBA programs and ranks near the top of lists of prestigious consultancies, but like most other professional services firms, it has few female partners."⁶ In a manner, the recruitment bilks from reputed engineering and management schools also makes one confront the challenge of adjustment and adaption for the women which marred their overall contribution and performance and general well-being in the workplace.

The report further informs us that, "We worked with the firm for 18 months, during which time we interviewed 107 consultants—women and men, partners and associates. Virtually everybody resorted to some version of the work/family narrative to explain the paucity of female partners. But as we reported last year with our colleague Erin Reid, the more time we spent with people at the firm, the more we found that their explanations didn't correspond with the data. Women weren't held back because of trouble balancing the competing demands of work and family—men, too, suffered from the balance problem and nevertheless advanced. Women were held back because, unlike men, they were encouraged to take accommodations, such as going part-time and shifting to internally facing roles, which derailed their careers. The real culprit was a general culture of overwork that hurt both men and women and locked gender inequality in place."⁷ Thus, it can be argued and reiterated that that the workplace challenges of the order of work family balance were faced by both man and women but the tide always turned the way of the men who somehow survived and subsequently prospered in the workplaces. Women find the going tougher and more arduous as far as the vertical progression of their vocations is concerned.

The argument stressed upon later on is that, "The major problem faced by women is stress caused by role conflict or multiple roles. Women generally do multiple roles like managing work at their organization, manage family at home and fulfill other obligations towards the society. Working women face a big dilemma in managing work-family conflicts. Working women with rigid schedules report more family difficulties than working women with flexible schedules. These problems arise due to the time-constraints a working women has while fulfilling the obligations towards their family and work. Insufficient maternity & paternity leaves are another major issue that is faced by a working mother. This not only affects the performance of women employees at work, but is also detrimental to their personal lives."⁸

The authors further argue that, "Policies and legal mechanisms alone cannot help in curbing the problems faced by women at work place - the overall attitude and acceptance level of the people of needs to change. Just letting women work outside home does not mean that society treats men and women equally. The issues and problems that women face in their workplaces should be put to an end and then only it can be said that men and women have equal status. Although there are various laws that are made for protection of women even in workplace but due to lack of proper implementation and interpretation of law, it has not been quite effective in protecting women from the crimes and

⁵ Harvard Business Review, "What's Really Holding back Women," URL: <https://hbr.org/2020/03/whats-really-holding-women-back> (Online: Web), Accessed on 19 September, 2022

⁶ Ibid

⁷ Ibid 1

⁸ Shivi Mittal, Sapna Sharma, "Challenges faced by working women at the workplace, Family and Society: Its Major, Issues and Remedial measures," International Journal of research in Social Sciences and Humanities, 2015, Vol No 5, Issue no. 2, April June.

inequality in the workplace. “⁹ Apart from work family balancing g out, the scourge of workplace sexual harassment too emerges as a concern which operates in an office. The stereotypes attached to women and their roles encourage their colleagues and heads to influence them for personal favors. If we delve inside the content of sexual harassment then most women do not speak out and the ones which protest and raise a legitimate hue and cry often face the “network” and the influence of the bosses and the strength and clout of the workplace which dissuades many of them to raise their voice against an exploitative system.

The Constitution of the land also conjures up a safeguard in the context of the non- discrimination and the right to equality. The instances run thus, “The Constitution of India, 1950 1. Article 14 – “The State shall not deny to any person equality before the law or the equal protection of the laws within the territory of India.”¹⁰ “Article 15 – “(1) The State shall not discriminate against any citizen on grounds only of religion, race, caste, sex, place of birth or any of them. (2) No citizen shall, on grounds only of religion, race, caste, sex, place of birth or any of them, be subject to any disability, liability, restriction or condition with regard to— (a) access to shops, public restaurants, hotels and places of public entertainment; or (b) the use of wells, tanks, bathing ghats, roads and places of public resort maintained wholly or partly out of State funds or dedicated to the use of the general public.”¹¹

4. DISCUSSIONS

A case study informs us that, “Two months after Amy started work as a short-term contract delivery person, she attended the staff Christmas party at a local hotel. She alleges on arriving at the hotel with her sister, a group of about 10 male co-workers wolf-whistled and made sexual remarks about Amy and her sister. Shortly afterwards, a co-worker, Evan, walked over to the table where Amy and her sister were sitting having a drink. He started to dance, and lifted his T-shirt, exposing his stomach and chest. He then allegedly proceeded to loosen his pants and turned around and bent over, exposing his bare backside directly in front of Amy and her sister.”¹² In the Indian constitution, too, the women cases can be studied and analysed under the ambit of equality rights inscribed in the section on Fundamental rights which have been categorically bequeathed to the citizens of the country. Article 19 section one categorically promises protection for all sections of society including women against exploitation, suffering and maltreatment which has been further strengthened by the legalia of the iconic Vishaka judgement.¹³

5. THE VISHAKA JUDGEMENT: DISCUSSIONS

The proceedings of the Vishaka Judgement spawn a new reformative discourse in the realm of women issues and the challenges thrown at them because of a prejudiced and biased set up. Following suggestions and more of a directive are prescribed by the iconic Supreme Court judgement in order to fix the challenge of conditions and the menace of sexual harassment at the workplace. One can delve inside the recommendations of the committee, “Appropriate working conditions should be provided in respect of work, leisure, health and hygiene to ensure that there is no hostile environment towards women at the work place and no woman employee should have reasonable grounds to believe that she is disadvantaged in connection with her employment in that organisation. Women employees should not be treated as sex objects.¹⁴ . No male employee shall outrage or insult the modesty of a female employee at the work place.

⁹ Ibid

¹⁰ URL: <https://judicateme.com/wp-content/uploads/2020/06/Vishaka-v.-State-of-Rajasthan-Ors..pdf> (Online: Web), Accessed on 1 October, 2022

¹¹ Ibid

¹² “ Case Study of Women Harassment” 2002 URL: https://humanrights.gov.au/sites/default/files/content/sex_discrimination/workplace/bad_business/docs/casestudies.pdf (Online: Web), Accessed on 10 September, 2022

¹³“ Vishaka Judgement”, https://cag.gov.in/uploads/cms_pages_files/Vishkha-Guidelines-against-Sexual-Harassment-in-Workplace-061de8308de91c7-65164897.pdf (Online: Web) Accessed on 19 September, 2022

¹⁴ Vishaka and Others VS State of Rajasthan and Others, URL: [https://ncwapps.nic.in/pdfReports/Sexual%20Harassment%20at%20Workplace%20\(English\).pdf](https://ncwapps.nic.in/pdfReports/Sexual%20Harassment%20at%20Workplace%20(English).pdf) (Online: Web), Accessed on 10 September, 2022

No male employee shall make any type of sexual advances to woman colleagues or woman subordinates.”¹⁵ The recommendations also stress that, “The head of the organisation shall constitute a Complaints Committee as specified in the Judgement of the Supreme Court, i.e., the Committee should be headed by a woman and not less than half of its members should be women. Further to prevent the possibility of any undue pressure or influence from senior levels such Complaints Committee should involve a third party either a non-government organisation or other body who is familiar with the issue of sexual harassment.”¹⁶

The case study further informs us that, “Later in the evening, while Amy was playing pool with another co-worker, Evan allegedly approached Amy from behind and pulled down her top, exposing her right breast. She claims she hit Evan over the head with her pool cue because she was frightened and embarrassed. After this incident, Mark, another co-worker, approached Amy and tried to wrench the pool cue from Amy’s hand. Amy claims she was also intimidated by Evan, because he was sitting across the room, staring at her.”¹⁷ The theme and act of bullying and unacceptable aggressive ness become the bane of women’s condition as to what they encounter in the workplaces. The ruse that is ideally utilised by organizations happens to be that in the name of organizational commitment and honesty towards the workplace, the employees including the women folk are bounded under a regulating code.

It can be further surmised that, “Further the Supreme Court in its judgment in *Medha Kotwal Lele and Others vs. Union of India and Others* has directed that the committee as envisaged in the Vishaka judgment will be deemed to be an inquiry authority for the purposes of Central Civil Services (Conduct) Rules, 1964 and the report of the committee will be deemed to be an inquiry report under those rules. In pursuance of this direction, the Central Government (Department Of Personnel and Training) has amended Central Civil Services (Classification, Control and Appeal) Rules, 1965, r. 14, sub-r. (2) to incorporate the necessary provision.”¹⁸

It is furthered that, “Emerging from the Vishakha judgment, after several drafts the protection of women against sexual harassment 2010 was cleared by Parliament on November 4, 2010. Importantly, the bill provides protection not only to women employees, but to any woman who enters the workplace as a client, customer, apprentice, daily-wage worker or in ad-hoc capacity. Students, research scholars in colleges/university and patients in hospitals have also been covered. Pending enactment of this Bill, the Vishakha guidelines continue to prevail as a mechanism to resolve issues.”¹⁹

Its reiterated that, “Organizations are going out of their way to ensure they provide safe work environment for their women employees, and are also putting up policies to ensure the women feel motivated to work and continue their career, even after child birth.”²⁰ Thus, a more of an even keel is being strived for in the context of the workplaces, where in the women can manage the family work imbalance and become achievers and performers at their working places and respective vocations.”²¹

6. RESULTS

Women have always faced challenges in the work environment and in the larger context of the workplace commitment. In the light of empowering the women folk, the Regime has instituted a certain set of regulations and an attendant regulatory framework which can keep an eye for corrections and amelioration of the excesses being attempted on the vulnerable section of women.

ACKNOWLEDGEMENT

None.

¹⁵ Ibid

¹⁶ Ibid 1

¹⁷ Ibid 2

¹⁸ “Vishaka Judgement”, <https://www.iimb.ac.in/sites/default/files/inline-files/iim-visakha-guidelines.pdf> (Online: Web), Accessed on 1 October, 2022

¹⁹ Ibid

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CONFLICT OF INTEREST

None.

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