

Women – Centric HR Policies : Cross Country Comparison Between India And USA

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Abstract - *With the advent of globalised market, several countries faced challenges of development of information technology and internationally dynamic business. This along with the global financial and social crisis brought about a change of demographical structure in the work force composition raising the issue of utilizing the human capital in the arena of fiscal and social development. HR diversity management gained importance because of the awareness of the significance of human resource management and a backlash created by perception of special treatment for women. It is increasingly realized that the strength of successful organizations is based on human capital and participation of all, women and men. Very little research work has been done in respect of Human Resource Management(HRM)and professional development of women in organizations so far and whatever has been done, the majority of studies have focused mostly on white women employees of the developed countries. Surprisingly a little research work has been done on the women employees working in the undeveloped or developing countries.*

Keywords – *HCP , HRP , HRDM , EEO, AA, TGC, WIN, SPSS.*

I. INTRODUCTION

The role of women in the past was mostly supportive one. They were content with the supporting role in economic value creation. But with the socio-economic and cultural change, the number of women those who have been entering the corporate world surged tremendously as a result, new corporate culture has evolved which calls for new approaches to human resources management, development and retention. Nowadays the role of women constitutes an essential source of competitive advantage in reaching the organizational and individual objectives and results.

Work force diversity acknowledges the fact that people differ on various factors due to age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity and culture. The predominant diversity issues of a particular country are different from that of others. But of all the diversity issues, the gender inequality is the oldest and the most common issue worldwide. The strength of successful and sustainable organizations is based on human capital and participation(HCP) of all, women and men. Diversity management concept was the main topic of a publication

titled “ Work Force 2000: Work and Workers for the Twenty-First Century”, indicating that organizations willing to maintain their competitiveness should change their policies and procedures in human resources management (HRM) in relation to demographically diverse work force (Johnston, 1987).

II. SYSTEM MODEL

This research study has evaluated the Women-Centric HR policies in the IT companies in India and USA. The primary data have been collected with the help of both through personally administered questionnaires and mails from respondents during my data collection phase, so it is a cross sectional study. Respondents include only women employees of 10 different IT Companies of India and USA. Then data have been analyzed with the help of Statistical Package for the Social Science (SPSS) and hypothesis test using correlation, factor analysis and regression analysis.

The target population in this study is the woman HR managers for qualitative analysis and woman employees for quantitative analysis both from software companies of India and USA. Total 100 questionnaires were distributed for qualitative and quantitative analysis from 10 software companies of India and USA.

The selection of software companies is done on the basis of judgmental sampling. Judgmental sampling is inexpensive, convenient and quick, yet it does not allow direct generalizations to a specific population, usually because the population is not defined explicitly. Judgmental sampling is subjective and its value depends entirely on the researcher’s judgment, expertise and creativity. It can be useful if broad population inferences are not required. And for the selection of sample elements in the primary research phase in these Universities/Institutes, quota sampling technique are followed. Quota sampling may be viewed as two-stage restricted judgmental sampling that is used extensively in street interviewing. The first stage consists of developing control characteristics, or quotas, of population elements such as age or gender. To develop these quotas, the researcher lists relevant control characteristics and determines the distribution of these characteristics in the

target population. The quotas are assigned so that the proportion of the sample elements possessing the control characteristics is the same as the proportion of population elements with these characteristics. In other words, the quotas ensure that the composition of the sample is the same as the composition of the population with respect to the characteristics of interest. In the second stage, sample elements are selected based on convenience or judgment. Once the quotas have been assigned, there is considerable freedom in selecting the elements to be included in the sample. The only requirement is that the elements selected fit the control characteristic.

The study has made an attempt to identify and evaluate the impact of Women-Centric Human Resources Policies (HRP) concerning women employees working in the IT companies of India and USA. The study especially analyzed four types of policies and procedures and their influence on professional development of women in organizations: equal opportunities, career development opportunities, formalization of Human Resource Management system and work - private life balance.

III. PREVIOUS WORK

Over the decades, due to the achievement of educational parity, there has been tremendous change in the number of women who have entered in to the corporate world. According to NASSCOM the ratio of man to women in the IT/BPO sector was estimated 65:35 by the year 2010. As a result of the increasing number of women entering the corporate world many of whom unlike in the past do not consider the opportunity to work as a short term phenomenon but are focused on building long term careers. A new corporate culture is evolving but for every successful women leader, there are many who do not make it to the top. The corporate leadership should understand the new identity of the corporate women, their aspiration and put in place new management policies to keep pace with the change in gender ratio and the resultant work environment (Ganesh Natarajan 2008). According to Edel Conway (2004) it is the responsibility of the firm to perform for the welfare of women employees. The conditions of working should be conducive for women employees to enhance their performance. The welfare activities are avoided in developing countries because firms do not feel accountable as is felt in the developed nations.

Barbara F. Reskin and Debra Branch McBrier (2000) have stated that if firms use formalized methods of open recruitment particularly in vacancy advertisement through employment agencies and promoting according to seniority there is probability to have more number of women in positions of management. The formalization level in process of compensation has positive impact on equal wages for women. Muhammed Nadeem, Rasid

Ahmad, Naveed Ahmad and Muhammad Abdullah (2015) expressed that in many third world countries, the female employees are still discouraged to work with male employees even in this age of globalization.

Jie Sen, Ashok Chandra, Brian D'Netto and Manjit Monga (2009) critically reviewed the work on dealing with diversity through human resource management (HRM). The study reveals the presence of inequality and discrimination in HRM and has focused on compliance with equal employment opportunity (EEO) and affirmative action (AA) legislation. This study exposes that despite growing commitment to EEO in many organizations, there is wide discrimination in employment of women. HR diversity is often limited to hiring by numbers. Inequality, generally described as fairness or work place discrimination does exist in most of the organizations. Less attention has been paid to valuing, examining and making use of diversity. The study reveals the lack of adequate literature assessing how diversity is managed in organizations through effective human resource management. The study has developed a framework that presents strategies for HR diversity management (HRDM) at the strategic, tactical and operational level.

Jing Cao and Wei Xue, (2013) observe that organizations still have a long way to go in order to ensure gender diversity particularly in leadership positions. Recent research specified that during initial stage men and women are appointed increasingly at equal rate but later women employees in most of the cases reach a mid career "the glass ceiling" which is an impediment for advancement in their career. The main objective of this research is to provide best practices and described visions on how to challenge the gender diversity. Women's Initiative (WIN) is a method taken in order to maintain, improve and develop women leaders with different development programs appointing female employees across the organization from entry level to P/P/D (Partners/Principles/Directors). Every year 400 events including courses, workshops, schemes, interacting, and training are being held by WIN. The study suggests Leading Edge, a course which focuses on leadership development, negotiation skills and preparing for senior positions. Gender diversity in itself is not an end. The research reveals that well formulated gender initiatives should have holistic approach flexibility.

IV. PROPOSED METHODOLOGY

PARADIGM: This study uses both positivism and Interpretivism paradigm.

This research adopts positivism since it tests a research hypothesis by analyzing numerical data collected from primary respondents. Prasad (2005) has defined that positivism is a research paradigm similar with scientific

theories. Interpretivism approach is used in this study since the researcher has collected descriptive data for studying the problem proposed in the research. According to Charles and Mertler (2002) interpretivism is the study of implicit and explicit methods and norms that rules textual commentary and philology.

APPROACH: This study adopts mixed approach of qualitative research and quantitative research. According to Gephart (2004) qualitative research is a multi process research that uses naturalistic interpretive approach to its subject matter. Adcock, Robert, and Collier (2001) defined that quantitative research has its origin in its natural sciences. This study adopts both quantitative and qualitative analysis since the researcher conducts both interviews and surveys among the female HR managers and female employees of the software companies.

DESCRIPTIVE DESIGN: This study follows descriptive design since the study uses both the qualitative and the quantitative methods of data collection. Creswell (2003) defined that descriptive research design may target to gather data without having any clear data objective, such kinds of descriptive studies are more exploratory than conclusive.

VI. CONCLUSION

HR practices involve varied policies relating to employees that impact them and it is the most essential source to meet the goals of the firms' efficiency and productivity. Equal opportunities are an important aspect of the way the private world of the home and the public world of the work are interrelated. Although it holds good for both male and female employees it is more applicable for women who bear the brunt of childcare and whose endeavor to utilise her human capital human is frequently constrained by marriage, motherhood, cultural hostility and ambivalence about their employment status. Women employees require gender specific attention of HR practices because their issues are different from that of their male counterparts. But good many countries do not have diverse HR policies exclusively for women employees. So far India is concerned, besides a robust Women Centric HR Policies it should strive to have a workforce reflecting gender balance since India has the total female population which is not only more than that of the national total population of as many as 193 out of 195 sovereign countries of the world but also 31.59 crore more than that of the national total population of USA(as of 24.03.2016), the 3rd. largest populous country in the world. Formulation and adoption of effective women centric HR Policies will help the vast women work force of India to contribute substantially to fast growing economy of the country to grow faster.

VII. FUTURE SCOPE

There may be HR policies for other social or ethnic groups which are beyond the scope of this study. However, future research should explore the efficiency of Human Resource Policies towards differently able women employees. Further empirical research would advance our understanding on this aspect.

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