

## CHALLENGE TO RECRUIT WOMEN IN MANAGEMENT IN INDIA

---

Dr. Santosh Kumar Agarwal\*

### ABSTRACT

*It is happening all over the world, a significant increase in the percentage of women in Senior Management roles. In 2019, the ratio of women in senior management roles worldwide grew up to 28%, the highest number ever noticed. Approx. 87% of mid-market companies globally have at least 1 women employee in senior management in 2020. Over the years and still, women are preferred in support functions like administration, human resources, on the other hand men are more towards profits and loss, research, core developments and operations, which are all viewed as very critical and mandatory experiences for C level positions.*

---

**Keywords:** WHO, Stress, C Level Positions, Mid-Market Companies.

---

### Introduction

As recorded in 2020, 40% of human resources directors are women, compared to 17% of chief marketing officers and 16% of chief information officers.

The Higher the position, the lesser the Women.

As Mercer analyzed, over 1,100 organizations across the world found a very less women in pipeline for leadership

Executives: 23%

Senior managers: 29%

Managers: 37%

Professionals: 42%

Support staff: 47%

India stands on the Third-Lowest number among all the countries in percentage of Women Managers. South Korea and Japan are on the top two.

In 2019, women held only 8% of management roles, 9% of business management roles, and were only 2% of CEOs in India.

### Recommendations to Indian Organizations

As culture is changing day by day and as women is empowering, women needs to be encouraged and supported for managerial positions,

From the Indian research study Women in Management in the New Economic

Environment: The Case of India, the following are recommendations for Indian organizations to promote a supportive workplace for women

- Develop policies that create a women-friendly work-place environment.
- Establish training programs for women, such as mentor-ships, career guidance and leadership development.
- Promote awareness initiatives that highlight the value of women managers.

---

\* Associate Professor, Department of EAFM, Sri SantSundardas Government Girls College, Dausa, Rajasthan, India.

- Elicit input from women employees regarding policies, promotion and performance review processes.
- Make accommodations for women in areas such as need-based postings. That is, as done in civil services, have a policy to post both spouses to the same district or state.
- Have a true commitment to hire and promote women and include women in the annual business strategy.

#### **Main Strengths of Indian Women as Managers**

- Networking with colleagues
- Perceiving and understanding situations
- Dedicated, loyal and committed to their organizations
- Multitasking ability
- Collaborative work style
- Ability to work in Crisis management
- Compassionate in corporate relationships
- Believing in a gender-neutral manner

#### **Recommended HR Management Practices to Create a “Women-Friendly” Organization**

- Senior management commitment to gender issues
- Career development programs for women
- Exposure of women to top management
- Leadership development programs for women
- Job rotation for women
- Recruitment of women at senior-level positions
- Regular survey of women to assess job satisfaction
- Mentoring programs for women
- Child care facilities at work

Source: Adapted from Saini, D. S. (2006). Labour law in India. In H. J. Davis, S. R. Chatterjee & M. Heur (Eds.) Management in India: Trends and Transition (pp. 60-94).

#### **What is Occupational Stress?**

World Health Organization's (WHO) defines it as-

Occupational or work-related stress “is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.”

#### **Major Reasons of Occupational Stress**

Imbalance in work life and personal life leads to occupational stress, this arises due to number of reasons:

- **Mental Harassment**  
This is from ages that women are considered less efficient and less capable of working as compared to men. This attitude only let women feel burdened and stressed to rise. It is evident that at many places men are preferred for the job, it is many time displayed as well that men are wanted for a role which puts dilemma in women.
- **Sexual Harassment**  
Women are sexually harassed, sexually commented and what not. Many women face sexual harassments in official transports, and in offices, in police stations, by client.  
This thought is so stressful.
- **Discrimination at Workplace:**  
It is not unknown that men are preferred when it comes to staying late at offices, less leaves, less responsibility towards kids and more responsibility at office. Women are so used to hear the statements where they are not even questioned of their will to work extra. It is presumed that they have family to be taken care first and thus it leads to preferring men for better opportunities and promotions,

- **Lack of Family Support**

Proper family support is something which is extremely important. Family many times resist women to work late and work extra thinking that it might hamper the family time and family values.

- **Insufficient Maternity Leaves**

One of the biggest issue, how hard it is to understand the natural process that women will give birth and needs sufficient maternity leaves. This leads to a lot of stressful and tiredness among women employees and leads to low performance..

- **Job insecurity**

Unrealistic expectations, heavy workload, and long hours of stressful work in competitive environment can be so hazardous of health of men and women employee. This continuous suffering and competition leads to stress and anxiety and leave an employee emotionally drained.

- **Workplace Adjustment**

For a new employee, adjusting in a new workplace is not only hectic and stressful but also draining. Adapting to work, people, culture needs time and the corporates should understand before expecting the results.

### Conclusion

With development in every sector, the equality is undoubtedly coming and changing every course. With gender equality many companies like Google, Oracle have a concept of Diversity hiring wherein they hire women employees only to strengthen and for better gender equality. We must understand the importance of strengthening the women employees and giving them the chance to prove themselves to climb the ladder of success. The more women we would have in managerial level, the more girls and women would be motivated to work better and harder which in turn give profits to company.

### References

- Allen, D.G., Bryant, P.C., & Vardaman, J.M., (2010). "Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies", *The Academy of Management Perspectives*, Briarcliff Manor: Vol. 24, Issue 2, p. 48.
- Cardoso & Monfardini, (2008). Compensation Policies within Firms: Evidence from Linked Employer-Employee Data, *International Journal of Manpower*, Emerald Group Publishing Limited, 29(1): 4-7.
- Hamel, Gary & Breen, Bill, (2007) *The Future of Management*, Boston, MA: Harvard Business School Press.
- Moore, K.A., (2002) Hospital Restructuring: Impact on Nurses Mediated by Social Support and a Perception of Challenge", *Journal of Health and Human Services Administration*.
- Waldman, D., & Arora, S. (2004) Measuring Retention Rather than Turnover: A Different and Complementary HR Calculus. *People and Strategy*, 27(3), 6-9.
- Yamamura, J. H., Birk, C.A., & Cossitt, B.J., (2010) Attracting & Retaining Talent: The Importance of First Impression, *The C.P.A. Journal*, New York, Vol. 80, Issue 4, p. 58.

