

WOMEN IN HR ROLES: PERCEPTIONS OF CORPORATE MANAGERS IN INDIA

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Abstract *In a male-chauvinistic Indian society, women have struggled hard to get into main workforce of the corporate sector. Only in the recent past, percentage of women joining corporate sector in managerial positions has increased. It is necessary to know how effectively they are functioning and how they are perceived by their male and female colleagues in terms of managerial effectiveness. This paper attempts to portray how managers in Indian corporate sector perceive women colleagues in terms of managerial effectiveness. It highlights some important findings of a research study, conducted during the period 2010-2013. The findings are based on data collected from 1260 sample respondents from 60 companies in India who responded to a structured questionnaire and in-depth-interviews with 30 senior corporate executives. The study explores the perceptions of both male and female respondents on effectiveness of women in managerial roles, in general, and in human resource functions, in particular. There is a feeling among corporate managers that gender has impacts on managerial effectiveness. But the responses are divided to establish whether women are better than men in Human Resource roles or not. Though men are preferred by many as managerial gender for leadership, strategic decision making, negotiation, handling risks and challenges, women are found to be more effective in human resource functions.*

Keywords: *Managerial Effectiveness, Women Managers, Gender Impacts and Women in Human Resource Functions*

INTRODUCTION

In the last two decades, there has been an increasing trend of women joining both rural and urban workforce in India (Agarwal, 2010). But representation of women in total workforce both in rural and urban sectors in India is as low as 31 percent (UN, 2000). The positive implication for more women joining corporate sector can be foreseen in the rapidly changing global economic environment and liberalised gender sensitive workplace management (Gothoskar, 2000; Jhabvala & Sinha, 2002; Batliwala, 2007). Though more women are taking up managerial roles in corporate sector, they are confronted with several contradicting social perceptions and contemporary work place expectations. They are struggling to establish an identity and create a space for themselves in the corporate world (Naqvi, 2011). It is, therefore, necessary to know how effectively women are working in managerial positions, especially in HR roles. The research case presents how women in corporate sector in India are perceived by their both male and female manager colleagues in terms of their effectiveness in HR roles. The paper is based on a part of data collected for a research study on impact of gender on managerial effectiveness, conducted by the author during the year 2010 and 2013.

LITERATURE REVIEW

Employment of Women in Organised Sectors in Global Scenario

In global scenario, the employment of women in organised sectors of economy, as one of the main factors of women's empowerment, was crystallised in the world conferences of the 1990s, especially in the 1995 Beijing Platform for Action. Globally, 7 to 23 percent of women are employed in industry compared to 12 to 34 percent of men in employment in all regions (Desai, 2010/14). Gender equity in employment is maintained by a very few companies in the world (WEF, 2010). In Fortune 500 companies, women comprise only about 10 percent of senior management positions (Chadha, 2002). They are mostly employed at lower and middle level (UNIFEM, 2010). However, the services industry of the developed world employs over 80 per cent of women and 60 percent of men. In Latin America, about 80 percent of women are in the services industry compared to 45 percent of men in similar industry. About 60 percent of both men and women are employed in the service industry in North Africa and the Middle East (UNDP, 2010). However, the total count of women in global workforce would continue to rise throughout 21st century (Johnston & Packer, 1987). The women workforce would do the job of parenting and running a family apart from doing job for organisations.

Hence, women will be more prone to have work-life balance issues.

A study on few European countries (Faugoo, 2011) highlights the reason that have contributed to their current improved and enhanced status of women, where they are reaching top management positions in this domain and can prove useful to academics and policy makers. It explains that the Equal Opportunities Legislation has had a limited impact in advancing women in this domain but recent management of diversity approaches, the necessity to adhere to sexual stereotypes by organisations, coupled with enabling social practices such as paid maternity leave and childcare, gender egalitarianism and enhanced human capital factors are responsible for the rise of women in this domain.

Another study (Ackah & Heaton, 2003) reveals the impact of gender on career of human resource professionals and finds that professional career of men varies significantly when compared with that of women. While men receive more internal promotions, women are more likely to seek career progression in another organisation and to be less successful in terms of earnings. The women are much more likely to perceive barriers to their careers than their male counterparts such as lack of role models and difficulties with self confidence. This raises issues of curriculum design regarding raising the confidence and aspirations of female managers. Whelan-Berry and Gordon (2000) conducted a research by interviewing 36 professional women of age group in the range of 35-50 years to understand and analyze requirements of mid-career women professionals and concluded that organisations would need to emphasize on family-friendly policies to impact on employee retention and satisfaction.

Workforce having a substantial percentage of women can actually help organisation. Research on emotionality indicates that female employees can positively benefit organisations due to their high emotional intelligence which helps to keep negative emotions away in a team environment (Crick, 1997). This also helps to reduce the stress and burnout of co-workers (Hart, De Wolf, & Burts, 1993; Davis, Foshee, & LaRosa, 1992). Another research work (Aaltio, Salminen, & Koponen, 2014) suggests that impact of age and gender on employee is under-researched in human resource management. Ageing women have urge of being recognised which if handled inappropriately can damage their work and career. Western culture considers ageing as deterioration of capabilities while the Asian culture respects ageing, as with aging comes the experience (Leung, 2000).

In organisations, while women are first choice in situations which require emotional aspects and relationship buildings, men remain to be suitable employees for decision making process or goal settings (Wood, 2008). In a study conducted on 278 women professionals in Canada (Burke, 1997), it was found that women face barrier in finding seats on the

board of directors in Canadian private organisations. This is due to the fact that men in board of directors remain obstacle for women to enter into their team. Though women have struggled hard and got educated to gain equal status to men but still there remains difference in pay and promotions at the workplace (Parcheta, Kaifi, & Khanfar, 2013).

Role of Women in Organisations in India

Today, India is a force in the global economy, with a high demand for talent. A key source of talent is educated Indian women. While Indian corporations have not yet fully recognised or utilised this talent pool, the growing gender diversity in Indian managerial ranks now offers a pathway for change for Indian women. Cultural and societal change means a shift away from traditional views, stereotypes and societal attitudes, with increasing opportunities for Indian women in management. While change is slow for Indian women to gain executive positions, they have made progress in management in a relatively short time (SHRM, 2008).

Role of women in Indian organisations is changing very rapidly. Many organisations have spawned terms such as best practices, best-in-class, and equal employment opportunity for men and women with a holistic approach to competitive advantage, which are necessary for an organisational excellence (Ganguly, 1993). Indian Corporate Sector has created opportunities for the competent women professionals over the last two decades (Saundarya, Karthik, & Anju, 2013). Though the initial career phases of women professionals are relatively smooth, balancing home and work begin to take a toll on them at a later stage, especially when they get married. Many of them decide to leave their careers midway in the absence of suitable and sustainable support systems. The contributions of organisations are immense in terms of creating equitable career prospects for women and arresting the drain of women talents from Indian organisations by creating flexible working arrangements, mentoring and skill building programmes and day care supports systems. Another study (Whelan-Berry & Gordon, 2000) finds that the employee benefits that are provided to a woman at the beginning of her carrier are no more relevant when the woman reaches her mid-carrier. In such cases organisation must customize employee benefits package considering contemporary situation. Such initiative will help in strengthening HR strategy. Colvin's study (1999) finds that organisations that develop such strategies have cutting edge advantage over their competitors as they provide an organisational environment which allows to nurture and develop new skills along with reducing stress and burnout of employees. This also helps in employer branding.

The total population of India is 1,21,01,93,422, which includes 62,37,24,248 males and 58,64,69,174 females (Census of India, 2011). The total workforce in India is 402

million which is 39.1 percent of the total population- 47.2% in agriculture, 24.7% in industry and 28.1% in services (www.statista.com, 2012). 68.4 percent of them are males and 31.6 percent females (Census of India, 2001). 78 percent of the workforces (313 million) are main workers and 22 percent (89 million) marginal workers with significant sex differentials. Only 23.3 percent of the main workers are female. 87.3 percent of female workers are from rural areas. However, due to liberalised Indian economy and better educational attainments, women are getting better employment opportunities in corporate sector (Chadha, 2002; Naqvi, 2011).

Women in HR Roles in Organisations

A study (Brandl, Mayrhofer, & Reichel, 2007) on HR managers in 22 countries states a negative relationship between gender-egalitarian values and sex differences in strategic integration. The study enhanced understanding of impact of cultural egalitarianism on cross-national differences in segregation of women in the HR profession. However, a study conducted by Simpson and Lenoir (2003) on 313 human resource professionals, freshly post-graduated in human resource management, finds no significant impact of gender on available rewards to working employees. The research (Gooch, 1994) shows that the women in HR roles face glass ceiling around HR officer or personnel officer level. In addition, these women often lack status in organisation and that the qualities they possess, which help them get into the personnel profession, are not particularly valued in organisations.

Wohlbold and Chenier (2011) observe that more women are now getting into human resource management in corporate sector in India. However their contribution to the human resource management and corporate excellence has not been realised. In other words, though the number of women in workforce has increased over the past few decades, yet the participation of women in human resource management in corporate sector still has a long way to go. The corporate organisations and their role structure that are hitherto designed by male incumbents incorporate somewhat male bias in their functions and culture (Sastry, 2000). More women are getting education and joining human resource management team in business organisations, but they rarely climb the ladder to middle and top management levels. This is not new in the women's human resource management world of corporate business, as it happens in other places too. In Canada for example, men are three times more to the number of women senior managers in human resource management in corporate sector. Majority of women in the junior level of human resource management face numerous

challenges which hamper their professional effectiveness and performance excellence (Wohlbold & Chenier, 2011). Indian women in HR professions are having similar experience. Socialisation of females seems to crash with male corporate culture as a result women do not excel in the human resource management ladder as their male counterparts (Sastry, 2000).

However, some research studies have observed that women's role is crucial in human resource management in corporate sector. Countries which have embraced women in human resource management in corporate sector have achieved tremendous success in terms of performance of individual companies as well as the corporate sector as a whole (Piterman, 2008). Participation of Indian women in the human resource management in corporate sector is considered as a revolutionary achievement (Saundarya et al., 2013). In countries like Australia women have played a big role in transforming human resource management in corporate sector in terms of corporate performance, more representation of women in higher positions, and boom of profit (Piterman, 2008). In countries like USA and UK although women were considered useful in human resource management before 21st century, they were given welfare office while other functions within the office of human resource manager were held by men. Gradually the role of women in human resource management in corporate sector has improved to the point that women have grown to be stronger and more powerful to men by corporate performance with distinction (Cannel, 2004). India has done much on transforming women from their traditional culture of exclusion in the resource management including human resource to the modern age of equal and even more participation of women in the human resource management in corporate sector. However the role of women is still small and thus much potential lay unutilised to date. India is still a man's world in human resource management, implying that men still dominate human resource management in corporate sector (Business Standards, 2015). 21st century is experiencing significant transformation in the role of women in human resource management in corporate sector. Indian women are not left behind although a lot still need to be done (Nischinta, 2005).

In India, men are considered to be good leaders, bosses, decision makers whereas women, with marketable competencies, are employed mainly in human resource, public relations, Information Technology, administration, and servicing activities. Men are preferred in the sales, marketing, and production functions (Naqvi, 2011, Khandelwal, 2002). Even few years back women power worldwide was not so welcome to hold and glorify the top positions of different corporate houses. Several myths were there. Women employees used to face barriers while

climbing up the corporate ladder in human resource management. But in some cases women have succeeded over those imposed barriers and made major contributions towards organisational excellence (Hewlett & Luce, 2005).

In a study on BPO sector by Gulati (2012) it is observed that the challenges pose equal threat to women HR managers whether they are from small, medium or large organisations. But there is slight variation in the perception of HR managers on work life balance in relation to the size of organisation. Maintaining interpersonal relations is a challenge of high order for women HR managers of international organisations and so is for women HR managers with longer experience in the industry. A study (Sandhu & Mehta, 2007) reveals that lack of network access, gender discrimination, and gender stereotypes are the three major factors which inhibit women from advancing to top corporate positions. The findings depict an overall negative picture of the women executives' advancement in the service sector. Women still face subtle discrimination and evaluation of their performance tends to be prejudiced against them.

RESEARCH DESIGN AND METHODOLOGY

This study is based on an exploratory research design with a hypothetical question:

Are women managers are perceived by their colleagues to be more effective than their men counterparts in human resource functions in corporate sector in India?

The study used judgmental sampling, which is a non-probability sampling technique. Keeping the objectives and the large size of the universe of study in view, a sample of 1260 managers, working at different levels in both public and private sector companies in India, was purposefully taken. While selecting respondents from a company, due care was taken to ensure that they represent in terms of sex, age, managerial cadres/work experience and nature of business operations. The first criterion of distribution of sample respondents was their association with different categories of companies belonging to two broad categories- public sector and private sector.

As there was limitation of availability of comprehensive database with distribution of employees in managerial cadres in different categories of companies in India, the sample respondents were randomly drawn with 513 respondents (41%) from 15 public sector and 747 respondents (59%) from 45 private sector companies (Table 1), after referring to Government of India sources of information about private and public sector companies.

Table 1: Respondents from Public and Private Sectors

| Sector | No. of Respondents | | Total |
|---------|--------------------|------|-------|
| | Female | Male | |
| Public | 112 | 401 | 513 |
| Private | 269 | 478 | 747 |
| Total | 381 | 879 | 1260 |

The second criterion was sex of the respondent. As males and females constitute 68.4% and 31.6% of total working population respectively in India (Census, 2001), the sex wise distribution of sample respondents was proportionately done with 879 (70%) males and 381 (30%) females (Table 1). The third criterion of selection of sample respondents was nature of business of the companies and the sample includes 464 (37%) respondents from manufacturing, 434 (34%) from banking and 362 (29%) from others-mainly non-banking service sectors (Table 2).

Table 2: Respondents from Different Type of Companies from Public and Private Sectors

| Sector | No. of Respondents | | | Total |
|---------|--------------------|---------|--------|-------|
| | Mfg | Banking | Others | |
| Public | 319 | 181 | 13 | 513 |
| Private | 145 | 253 | 349 | 747 |
| Total | 464 | 434 | 362 | 1260 |

Though the sample respondents were broadly distributed in three categories of companies, 17 sub-categories of companies in terms of nature of business operations such as power, steel, aluminum, petroleum, oil, gas, refinery, automobile & ancillary auto parts industries, roofing material, tea, banks, insurance, retail, consulting, IT, logistics, real estate were targeted and covered.

Distribution of male and female respondents in terms of their age-group, educational background and span of experience is presented in Tables 3, 4 and 5 respectively.

Table 3: Male and Female Respondents from Different Age groups

| | No. of Respondents | | | | | Total |
|--------|--------------------|-------|-------|-------|-------|-------|
| | <20 | 20-29 | 30-39 | 40-49 | 50-59 | |
| Female | 9 | 205 | 123 | 29 | 15 | 381 |
| Male | 23 | 300 | 220 | 158 | 178 | 879 |
| Total | 32 | 505 | 343 | 187 | 193 | 1260 |

Table 4: Male and Female Respondents with Different Educational Background

| | | No. of Respondents | | | | Total |
|-------|--------|--------------------|-----|------|----|-------|
| | | Post PG | PG | Grad | UG | |
| | Female | 48 | 281 | 49 | 3 | 381 |
| | Male | 80 | 643 | 151 | 5 | 879 |
| Total | | 128 | 924 | 200 | 8 | 1260 |

Table 5: Male and Female Respondents from Different Experience Groups

| | | No. of Respondents | | | | | | Total |
|-------|--------|--------------------|-----|-------|-------|-------|-----|-------|
| | | <5 | 5-9 | 10-14 | 15-19 | 20-24 | 25+ | |
| | Female | 173 | 110 | 56 | 13 | 13 | 16 | 381 |
| | Male | 238 | 231 | 113 | 48 | 70 | 179 | 879 |
| Total | | 411 | 341 | 169 | 61 | 83 | 195 | 1260 |

A structured questionnaire was emailed as well as personally handed over to over 5000 target respondents in 65 companies in India and necessary primary data could be collected from 1260 sample respondents. After a preliminary analysis of primary data, validation of some key findings was made through an in-depth interaction with select senior executives (middle and top level) from some of the important companies covered under the study. Appropriate tests such as Pearson Chi-square test, one-way ANOVA, t-test, Levene's test, and Cohen's test 1989 are used.

FINDINGS AND DISCUSSIONS

Gender Impact on Managerial Effectiveness

Before learning about managers' perceptions specifically on women's effectiveness in HR roles in corporate sector, respondents were asked to share their views, based on their experience, on whether there was any impacts of gender on managerial effectiveness in the workplace(s) where they have worked in the past five or more years. Out of 1260

respondents 771 (61.2%) were of the view that gender had impacts on effective functioning of corporate managers in their companies. Of those 771 respondents 492 (63.8%) were from private sector and 279 (36.2%) from public sector. Out of those in favor of gender having impact on managerial effectiveness, 265 (34.5%) are from manufacturing, 282 (36.5%) from banking and 224(29%) from other service sector companies. These findings pave the way for further discussions on whether there is any impact of gender on managerial effectiveness in human resource functions in the corporate sector companies in India.

Women in HR Roles

Out of 1260 respondents, 543 (43%) consider women to be most suited for human resource functions whereas 240 (19%), 143 (11%) and 98 (8%) respondents consider women to be most effective in public relations, accounting & financial management and marketing management jobs respectively. 527 out of 1260 respondents (42%), including 54 percent of the females and 36 percent of the males, have found women to be more effective than men in managerial roles of Human Resource Management in their organisations, whereas 333 (26%) respondents, including 31 percent males and 15 percent females, consider men to be more effective for such jobs. However, 31 percent of the respondents are indifferent to such proposition. Superior skills and ability to deal and engage with human beings are the main factors of women being effective in HR roles. A Chi-square test, with χ^2 -value of 47.169a, $df=3$ and p -value=.000, implies that there is significant difference in the perception of male and female respondents on women's effectiveness in HR managerial roles (Table 6). 741 out of 1260 respondents (59%), including 79 percent of female and 50 percent of male respondents, think that women are better than men in HR related decision making. A Chi-square test with χ^2 -value of 97.510a, $df=2$ and p -value=.000, indicates that male and female respondents think differently on the effectiveness of women in HR roles.

Table 6: Descriptive on Perceptions of Managers of Different Age groups on Effectiveness of Women in HR Roles

| Age Groups | No. of Respondents | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Min. | Max. |
|------------|--------------------|---------|----------------|------------|----------------------------------|-------------|-------|-------|
| | | | | | Lower Bound | Upper Bound | | |
| <20 | 32 | 24.9063 | 5.34825 | .94545 | 22.9780 | 26.8345 | 13.00 | 34.00 |
| 20-29 | 505 | 27.8634 | 6.42595 | .28595 | 27.3016 | 28.4252 | 11.00 | 49.00 |
| 30-39 | 343 | 29.7609 | 7.01177 | .37860 | 29.0163 | 30.5056 | 13.00 | 50.00 |
| 40-49 | 187 | 30.3957 | 6.64730 | .48610 | 29.4367 | 31.3547 | 14.00 | 50.00 |
| 50-59 | 193 | 32.9637 | 7.50859 | .54048 | 31.8977 | 34.0298 | 15.00 | 50.00 |
| Total | 1260 | 29.4619 | 7.02154 | .19781 | 29.0738 | 29.8500 | 11.00 | 50.00 |

The respondents' perceptions on effectiveness of women in HR functions, such as HR planning, recruitment & selection, compensation management, training & development, performance management, industrial relation, employee career development, counseling, stress management, and aligning HR functions strategically with other core business functions, was assessed on a 5 points Likert scale (1-Poor, 2-Good, 3-Very Good, 4-Excellent and 5-Outstanding). Superior interpersonal skills, ability to deal and engage with human beings are the main factors of women being effective in HR roles.

One-way ANOVA test conducted on respondents' perceptions of respondents belonging to different age group (in five age groups of < 20, 20-29, 30-39, 40-49 and 50 & above) shows that there is significant difference in the perceptions of the respondents of different age groups on the issue of women's effectiveness in human resource management functions (Table 7).

Table 7: ANOVA on Respondents of Different Age groups on Effectiveness of Women in HR Roles

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|------|-------------|--------|------|
| Between Groups | 4515.021 | 4 | 1128.755 | 24.612 | .000 |
| Within Groups | 57556.150 | 1255 | 45.861 | | |
| Total | 62071.171 | 1259 | | | |

The multiple comparisons (Turkey HSD) test results (details in Exhibit 1) indicate that managers (respondents) below the age of 20 years and in 20 to 30 years think alike but they differ from their counterparts in other age groups. The

perceptions of the respondents of 30-39 years age group are similar to those in the age group of 40 -49, but different from that of all other age groups.

Educational Background and the Perceptions of Managers on Effectiveness of Women in HR Roles

Similarly, a Chi-square test and one-way ANOVA test (Tables 8 & 9) conducted on respondents' perceptions of managerial effectiveness and their educational grouping (undergraduates, graduates, post-graduates and post-post graduates) implies that respondents with varied educational backgrounds differ significantly in their perceptions on this issue. The perceptions of only undergraduate respondents are similar to all other educated groups on effectiveness of women in HR managerial functions. However, those who are educated higher than post graduation are different in their views from post graduates and graduates. The perceptions of post graduate respondents are similar to those of graduates and undergraduates but different from post-post graduate groups on this matter.

Professional Education in HR and Effectiveness of Women in HR Roles

The respondents' views on impact of professional education with specialisation in human resource management (e.g. MBA with HR specialisation) on effectiveness of women in HR managerial roles are sought. 992 out of 1260 respondents (79%), including 80 percent of males and 76 percent of females, are of the view that women with professional

Table 8: Descriptive on Respondents of Different Educational Background on Effectiveness of Women in HR

| Education | No of Respondents | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Min. | Max. |
|-----------|-------------------|---------|----------------|------------|----------------------------------|-------------|-------|-------|
| | | | | | Lower Bound | Upper Bound | | |
| Post PG | 128 | 26.8516 | 7.20902 | .63719 | 25.5907 | 28.1125 | 13.00 | 45.00 |
| PG | 924 | 29.6136 | 6.88719 | .22657 | 29.1690 | 30.0583 | 11.00 | 50.00 |
| Grad | 200 | 30.4950 | 7.24031 | .51197 | 29.4854 | 31.5046 | 13.00 | 47.00 |
| UG | 8 | 27.8750 | 4.32394 | 1.52874 | 24.2601 | 31.4899 | 23.00 | 36.00 |
| | | | | | | | | |

Table 9: ANOVA on Respondents of Different Educational Background on Effectiveness of Women in HR

| | Sum of Squares | Df | Mean Square | F | Sig. |
|----------------|----------------|------|-------------|-------|------|
| Between Groups | 1127.054 | 3 | 375.685 | 7.742 | .000 |
| Within Groups | 60944.118 | 1256 | 48.522 | | |
| Total | 62071.171 | 1259 | | | |

management education in human resource management are better in HR managerial functions than those women HR managers without such educational background. However, male and female respondents think differently on this issue because of Chi-square test results with χ^2 -value of 9.344a, $df=3$ and $p\text{-value}=.025$.

Thus, the study results support an affirmative answer to the hypothetical study question of women being perceived by their fellow colleagues to be better than their men counterparts in HR functions in Indian corporate companies. However, the percentage of such respondents with affirmative views towards women being effective in HR role is not very high. They are of the view that women are more effective in HR roles due to superior qualities in terms of being patient, caring attitude, effective use of interpersonal skills and emotional intelligence. However, women in Indian corporate sector are perceived by their colleagues as less effective than men in many non-HR functions such as marketing, operation and finance. Though there are successful cases of women being successful in all specialised functions at all levels of management, majority of women seem to be in a hinterland to establish their identity as equally effective corporate managers as their men counterparts, especially at the top level operations. Though women have established their presence in good number in service and agriculture sector, many managers interviewed are of the views that it will take another 30 years or so to see both men and women in equal parlance, handling all managerial roles in Indian corporate sector.

CONCLUSION

Though there is a rationale behind associating competencies, not the gender of a corporate manager with his or her managerial effectiveness, majority of the respondents still believe that gender has impacts on managerial effectiveness in India. The study has come out with a result to support the view that women are more effective than men in human resource functions due to their superior interpersonal skills, ability to deal and engage with human beings for higher performance. Professional education such as MBA with specialisation in HR helps women to be more effective in managerial roles. Women are also found to be effective in leadership roles, especially at middle level, in customer relationship management jobs and in terms of maintaining better work-life balance than their men counterparts. However, people still prefer men for key managerial functions such as leadership at the top and junior levels, strategic decision making, business negotiation, sales and marketing, managing industrial relations, risks and challenges and field operations. But the respondents from public sector and private sector companies differ significantly in their perceptions on this issue. The study identifies the need for

an in-depth study to get a clear picture of effectiveness of both men and women in different managerial roles in Indian corporate sector.

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EXHIBIT 1: MULTIPLE COMPARISONS (TUKEY HSD)**Table E1: Respondents of Different Age groups on Effectiveness of Women in HR Roles**

| Age Groups | | | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|--------------------------|-------|-------|-----------------------|------------|------|-------------------------|-------------|
| | | | | | | Lower Bound | Upper Bound |
| d i m e n - s i o n 2 | <20 | 20-29 | -2.95712 | 1.23450 | .117 | -6.3295 | .4152 |
| | | 30-39 | -4.85468* | 1.25175 | .001 | -8.2741 | -1.4352 |
| | | 40-49 | -5.48947* | 1.29554 | .000 | -9.0286 | -1.9504 |
| | | 50-59 | -8.05748* | 1.29259 | .000 | -11.5885 | -4.5264 |
| | 20-29 | <20 | 2.95712 | 1.23450 | .117 | -.4152 | 6.3295 |
| | | 30-39 | -1.89757* | .47384 | .001 | -3.1920 | -.6032 |
| | | 40-49 | -2.53236* | .57971 | .000 | -4.1160 | -.9487 |
| | | 50-59 | -5.10036* | .57310 | .000 | -6.6659 | -3.5348 |
| | 30-39 | <20 | 4.85468* | 1.25175 | .001 | 1.4352 | 8.2741 |
| | | 20-29 | 1.89757* | .47384 | .001 | .6032 | 3.1920 |
| | | 40-49 | -.63479 | .61559 | .841 | -2.3164 | 1.0469 |
| | | 50-59 | -3.20280* | .60937 | .000 | -4.8674 | -1.5382 |
| | 40-49 | <20 | 5.48947* | 1.29554 | .000 | 1.9504 | 9.0286 |
| | | 20-29 | 2.53236* | .57971 | .000 | .9487 | 4.1160 |
| | | 30-39 | .63479 | .61559 | .841 | -1.0469 | 2.3164 |
| | | 50-59 | -2.56801* | .69489 | .002 | -4.4663 | -.6697 |
| | 50-59 | <20 | 8.05748* | 1.29259 | .000 | 4.5264 | 11.5885 |
| | | 20-29 | 5.10036* | .57310 | .000 | 3.5348 | 6.6659 |
| | | 30-39 | 3.20280* | .60937 | .000 | 1.5382 | 4.8674 |
| | | 40-49 | 2.56801* | .69489 | .002 | .6697 | 4.4663 |

*. The mean difference is significant at the 0.05 level.

Means for Groups in Homogeneous Subsets TukeyHSDa,b)

| Age Groups | No of Respondents | Subset for alpha = 0.05 | | | |
|------------|-------------------|-------------------------|---------|---------|---------|
| | | 1 | 2 | 3 | 4 |
| <20 | 32 | 24.9063 | | | |
| 20-29 | 505 | | 27.8634 | | |
| 30-39 | 343 | | 29.7609 | 29.7609 | |
| 40-49 | 187 | | | 30.3957 | |
| 50-59 | 193 | | | | 32.9637 |
| Sig. | | 1.000 | .243 | .960 | 1.000 |

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 107.125.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.