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GENDER INEQUALITY AT WORKPLACE

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ABSTRACT

Women comprise half of the world's population and perform two thirds of the work, Women comprise half of the world's population and perform two thirds of the work, but earn only one third of the total income and own less than a tenth of the resources. The current study analyses the gender inequality at workplace. The study was based on primary data. By adopting stratified proportional sampling technique the sample of 500 were collected. The major findings of the study were (i) The female respondents outnumbered their male counterpart in overtime work. It is found that majority of ITES organizations in Coimbatore are not providing compensation for working overtime. (ii) A large proportion of employees opined that promotion was based on performance. (iii) For male employees the major problem at workplace was workplace hassles and workplace harassment and for female employees the major issues were career hindrances and workplace harassment.

KEY WORDS: *Gender inequality, workplace, promotion*

INTRODUCTION

Women comprise half of the world's population and perform two thirds of the work, but earn only one third of the total income and own less than a tenth of the resources. The most discriminated people in the world are usually the ones who lack economic power (Saksena, 2004). According to the information provided by the Labour Bureau (2012-2013), the work participation rate for women has increased from 22.27 per cent in 1991 to 25.5 percent in 2011. Though the work participation rate of women has increased, it is substantially less (35.8 percent) in comparison to the work participation rate of men (53.3 percent) in 2011. India has the lowest workforce participation rate of women among the BRICS and other nations. Women's participation in economic activities is influenced by "notion of honor and respectability" (Walter & Desai, 2003). Both in the industrially developed and less developed countries, women are burdened with cumulative inequalities as a result of discriminatory socio-economic practices. The situation is much worse particularly in the case of rural women in India. Women not only get pushed into low wage jobs but they are even paid lower remuneration than their male counterparts. The underlying rationale behind this is the supposition that women are materially dependent on men, and therefore the issue of equal remuneration seems an aberration.

Employee is a back bone of the organization that performs critical tasks for the survival of the organization and employee productivity is affected by gender discrimination. There is an alarming rise in the rates of

gender discrimination at workplaces nowadays. Discrimination at work can come from either the employee or from the colleague side. Discrimination by colleagues can happen to new employees. They may face sarcastic stares or constant digs made at them by their colleagues during initial weeks. However, if it persists for a long time, it can affect not only the employee but also the employer. The effect on the employee can be huge or meager but the impact on organization remains for a longer time.

In ITES sector, the employees are literate and skilled; they have similar education, age, eligibility etc. Still discrimination occurs in this sector. In the first phase of IT revolution, women mostly find jobs in the lower end work such as data entry and word processing, and assembly of electronic components. However, as manufacturing advances and manual jobs become obsolete, women found new opportunities in services such as information processing, software development, and call center support. It is undeniable that Indian women have made significant inroad into the higher value added segments of the IT industry. In Indian software sector, in spite of continuously increasing number of female employees at entry level as per NASSCOM-PWC Report (2010), number of women at middle management and top management level is stagnant at 11 percent and 1.5 percent. At entry level female labor force is increasing steadily and their proportion has reached now 45 percent. But this higher number at entry level doesn't ensure equal representation at higher level which is evidenced as 'leaky pipe line'. Moreover, it is believed that female employees in ITES at times face discrimination in compensation, recruitment, promotion, participation in decision making, leadership roles etc.In this context, an attempt is made to examine the challenges and problems faced by ITES employees based on gender.

OBJECTIVES

The specific objectives of the study are

1. To examine the socio-economic profile of the selected respondents.
2. To identify the gender differences in working conditions.
3. To study perception of the employees' on equal opportunities at work, and problems at work place.
4. To recommend policies to reduce gender discrimination.

REVIEW OF LITERATURE

Kudachi S.A. (2014) analysed gender discrimination factors affecting female employees in private organizations. The researcher assembled the data from 50 female employees who were working in hospitals in Bijapur city through convenient sampling technique. Male dominancy at work place, traditional myths appended with the working women, wage discrimination, gender specified job positions, managers biasness, lack of trainings (especially for female employees) and inferiority complexes of men are the salient discriminatory factors that are faced by women in private sector organizations. Sturdy monitoring system in organizations, formation of anti discriminatory policies as well as gender related educational programmes and trainings are the foremost remedies that can diminish the disparaging impacts of gender discrimination for female employees.

Anders Frederiksen and Timothy Halliday (2015) presented a study on Why are there so few women in executive positions? The study establishes that there are few women in executive management because they have lower levels of human capital, and are underrepresented in lower-level jobs, and are less likely to be perceived as high-productivity employees. The results showed that observable gender differences in the employment composition at lower ranks and education levels explain part of the gender gap in executive employment. This implies that the gender gap was caused by factors that are unrelated to education and sector choice, which makes it particularly difficult to influence through policy.

Qin JinFang and Yang Zhao (2015) analysed the perception of gender equality among female employees in Beijing five-star hotel. The important findings were (1) gender consciousness influenced female employees' motivation to obtain employment; and (2) women in the hotel industry reported perceiving different degrees of gender discrimination. Among the research sample, the strongest perception of discrimination was reported regarding horizontal gender segregation. Greater perception of horizontal gender segregation was associated with increasing age, lower education level, professional mismatch, and lower employment position.

METHODOLOGY

The study was based on primary data. The primary data was collected with the help of a questionnaire, which includes questions on demographics, employment details, working conditions, and discrimination which was collected from both men and women ITES employees. Data for the study were collected from the sample respondents by administering a pretested questionnaire during the period August 2012 - January 2013. By adopting stratified proportional sampling technique the sample of 500 were distributed across the zones which include 121 from North, 51 from South, 98

from East, 113 from West and 117 from Central zone. Equal representations of 250 male and female respondents were selected. The collected data were tabulated and analysed using statistical tools like Chi-square test, Multiple Regression and Factor analysis.

FINDINGS

Socio-Demographic Profile:-

An analysis of the socio-demographic factors is presented in table -1.

Gender-wise classification reveals the domination of Hindus (77 percent), among male employees followed by Christians (20 percent) and Muslims (3 percent). The physical and mental capacity of an individual develops as they mature and after a certain age these qualities begin to decline. Gender-wise analysis also reveals that 67 percent of male respondents and 70 percent of female respondents also belong to the age category 20-25 years. Thus a large proportion of the ITES employees in both groups were in their early twenties.

Table -1 Distribution of Respondents Based On Socio-Demographic Factors
(in numbers)

Gender / Particulars	Male	Female	All
Religion			
Hindu	192 (77)	196 (79)	388(78)
Christian	49(20)	46 (18)	95(19)
Muslim	9 (3)	8 (3)	17(3)
Total	**250**	**250**	**500**
Age of the respondents			
20 – 25	168 (67)	175 (70)	343(69)
26 – 30	56 (22)	57(23)	113(23)
31 – 35	24(10)	18(7)	42(8)
35 & Above	2(1)	0(0)	2(0)
Total	**250**	**250**	**500**
Income (₹)			
Less than or equal to 8000	64(26)	80(32)	144(29)
8001 to 12000	46(18)	56(22)	102(20)
12001 to 16000	39(16)	41(17)	80(16)
Greater than 16000	101(40)	73(29)	174(35)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.

Figures within parentheses indicate column percentage.

Based on income, gender-wise analysis reveals that a while 40 percent of male employees earn an income greater than ₹ 16000, this proportion was only 29 percent for the female employees. While 32 percent of female employees earned an income of less than or equal to 8000 from ITES organization, this percentage was 26 percent for males. The nature of income distribution was positively skewed for male employees with more concentration at higher income scale, while it was more heavily concentrated in the bottom income scale for females. Thus female employees earned less when compared to males.

EMPIRICAL ANALYSIS ON INCOME

Multiple regression analysis:-

To find out the extent of influence of selected factors on monthly income earned by the respondents, multiple regression analysis was done. The chosen explanatory variables considered in the study were education, work experience, working hours and overtime work. For overtime work, the dummy variables was used and denoted as overtime work (OW) = 1; If respondents undertake overtime work; = 0; Otherwise.

For the empirical analysis, step-wise regression method was used. The estimated co-efficients and the level of significance are presented in table - 2.

The analysis of the table reveals that there are three significant models that explain the interrelation between dependent and independent variables. However the entry of the variables into the model showed significant differences in the case of male and female employees.

Model I for male employees suggest that work experience was the most significant explanatory variable

that explains the variations in monthly income and working experience was sharing a positive relationship with monthly income. Next important variable that entered the model (model-II) was education, having a positive relationship with monthly income. The third important variable to enter the model (model-III) was overtime work (OW), sharing a significant positive relationship with monthly income. These three variables namely work experience, education and over time work in the last model explain 79 percent of the variation in the monthly income. The remaining variable (working hours) was excluded from the model as its contribution in explaining the dependent variable was negligible. The F value indicates that all the models are statistically fit (significant at 1 percent level).

For female employees the model-I indicates education was the important explanatory variableexplaining the variations in monthly income, followed by work experience (model-II) and working hours (model- III). All the three variables were sharing positive and significant relationship with monthly income. These three variables together accounted for 62 percent of the variations in monthly income. Over time work was the excluded variable for female employees. The F values indicate all the models were statistically fit at 1 percent level.

Taking all the employees together, the first variable to enter the model was education (model-I), followed by working experience (model-II) and working hours (model-III). All the variables were sharing a positive relationship with monthly income and together explained nearly 71 percent of the variation in monthly income. From the F value it can be inferred that all the models were statistically fit at 1 percent level. The variable that was excluded was overtime work. Thus while male employees resorted to overtime work to augment their earnings, the female employees due to their family commitments and security reasons did not show preference for overtime work.

Table - 2
Estimated Regression Coefficients and Level of Significance

Respondents	Variable / Model	Constant	Edn	WE	WH	OW	R^2	$\bar{R}^2$	F Value
Male (Group –I)	I	8107.833 (8.940)*	-	2673.879 (12.132)*	-	-	.572	.570	147.197*
	II	-69745.352 (-9.531)	5086.667 (10.695)*	2082.762 (10.919)*	-	-	.771	.768	164.446*
	III	-68877.179 (-9.646)	4951.712 (10.644)*	1992.816 (10.623)*	-	3380.572 (3.704)*	.794	.789	119.851*
Female (Group – II)	I	-85429.636 (-9.713)	6453.819 (11.360)*	-	-	-	.542	.540	129.040*
	II	-74262.204 (-8.382)	5535.557 (9.434)*	1187.989 (4.394)*	-	-	.590	.585	78.934*
	III	-95713.260 (-9.143)	5130.198 (8.792)*	1260.611 (4.763)*	3216.442 (3.637)*	-	.621	.614	59.635*
ALL (Group – III)	I	-87263.863 (-14.259)	6604.628 (16.834)*	-	-	-	.563	.561	283.390*
	II	-70673.072 (-12.599)	5203.332 (14.140)*	1801.027 (11.679)*	-	-	.700	.698	248.415*
	III	-81988.137 (-10.847)	5128.915 (13.935)*	1820.618 (11.833)*	1447.879 (2.223)*	-	.705	.702	168.569*

*Source : Estimates based on field survey, 2012-13. *Statistically significant at 1 percent level.*

Figures in brackets denote 't' value of the parameter estimate. Dependent variable – Monthly Income, Edn – Education, WH - Working Hours; WE – Work Experience, OW-Overtime work.

Employment Details:-

The distribution of respondents based on employment details is presented in table- 3.

Table – 3 Distribution of Respondents Based on Employment Details

(in numbers)

Gender / Particulars	Male	Female	All
Age of entry of respondents in the job			
21	17(7)	8(3)	25(5)
22	70(28)	106(42)	176(35)
23	67(27)	50(20)	117(23)
24	45(18)	38(15)	83(17)
25	27(11)	18(8)	45(9)
25 & ABOVE	24(9)	30(12)	54(11)
Total	**250**	**250**	**500**
Respondents experience			
< 2	191 (76)	212(85)	403(81)
2 - 5	37(15)	34(14)	71(14)
> 5	22(9)	4(1)	26(5)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.

Figures within parentheses indicate column percentage.

Out of 500 respondents, 176 (35 percent) respondents entered the job at the age of 22 followed by 117 (23 percent) respondents at the age of 23. And a minimum of 25 (5 percent) respondents alone entered at the age of 21. The analysis of total experience of the respondents in ITES organization shows that a maximum of 81 percent of the respondents had an experience of less than two years, which includes 76 percent of male and 85 percent of female employees. And a minimum of five percent of employees had an experience of more than five years, of which nine percent were males and one percent were females. Thus female employees were not continuing the job on sustainable basis in ITES organization.

Working Conditions:-

The working conditions in ITES organization completely differs from other sectors. The distribution of respondents based on working hours is depicted in table – 4.

Table - 4

Distribution of Respondents Based on Working Hours

(in numbers)

Gender / Particulars	Male	Female	All
Working Hours			
8 hrs	52 (21)	36 (14)	88 (18)
9 hrs	137 (55)	125(50)	261(52)
10 hrs	53(21)	85(34)	138(28)
11 hrs	8 (3)	4(2)	12(2)
Total	250	250	500
Equal working Hours			
Sometimes	36(14)	28(11)	64(13)
Always	201(80)	184(74)	385(77)
Never	13(5)	38(15)	51(10)
Total	250	250	500
Flexi hours			
Yes	92 (37)	92 (37)	184 (37)
No	158 (63)	158 (63)	316(63)
Total	250	250	500

Source: Based on field survey, 2012-13.

Figures within parenthesis indicate column percentage.

In ITES organization, the working hours is high compared to other sectors. Gender-wise classification reveals that a 55 percent of male respondents and 50 percent of female respondents work for 9 hours a day and a minimum of 3 percent of male and 2 percent of female respondents work for 11 hours a day. The table reveals that 50 percent of the respondents in ITES organization work for 9 hrs per day, which exceeds the stipulated working hours 8 hours per day. In ITES organization due to extra workload, the working hours vary between male and female employees. Around 77 percent of the respondents are of the view that always they are provided with equal working hours, while 13 percent respondents argue that sometimes the working hours vary between male and female respondents and a few (10 percent) of respondents argue that male and female respondents are provided with different working hours. The term flexi hours has originated from ITES organization. It is evident from the table that a 63 percent of the employees are not benefiting from flexi hours and only one third of the respondents (37 percent) were availing flexi hours. Flexi hours was thus not a feature of ITES organization in Coimbatore city.

Overtime Work

Overtime work is present in all the job categories; it is not a special feature for ITES organizations. The distribution of respondents based on overtime work is depicted in the table - 5.

Table - 5

Distribution of Respondents Based On Overtime Work **(in numbers)**

Particulars \ Gender	Male	Female	All
Overtime work			
Yes	114 (46)	151 (60)	265 (53)
No	136 (54)	99 (40)	235 (47)
Total	250	250	500
Equal over time			
Yes	168 (67)	158 (63)	326(65)
No	82 (33)	92(37)	174(35)
Total	250	250	500
Reasons for overtime work			
To complete the project	75(66)	121(80)	196(74)
Due to peer pressure	24(21)	9(6)	33(13)
To remain visible	6(5)	11(7)	17(6)
To impress your boss	9(8)	10(7)	19(7)
Total	114	151	265
Compensation for working Overtime			
Yes	108(43)	118(47)	226(45)
No	142(57)	132(53)	274(55)
Total	250	250	500

Source: Based on field survey, 2012-13.

Figures within parenthesis indicate column percentage.

Gender-wise, 46 percent of male employees and 60 percent of female employees did overtime while 54 percent of male and 40 percent of female employees were not working overtime. It is interesting to note that female respondents outnumbered their male counterpart in overtime work. Gender-wise, 67 percent of the males and 63 percent of the females agreed that they were provided with equal overtime work. Thus there was equality in providing overtime work to male and female employees. There are various reasons for working overtime. In the study 53 percent of the respondents have agreed to the statement of overtime work. The reasons cited are (i) to complete the project (74 percent), due to peer pressure (13 percent), to remain visible (6 percent), and to impress the boss (7 percent). Thus the major reason to work overtime was to complete the project. Compensation for working overtime is common in all the organizations. In ITES organization, compensation is given either in terms of money or in time (ie) flexi hours, and in some organization even both. It is evident from the table that 55 percent of the respondents did not receive any compensation for working overtime. Only 45 percent of the respondents received compensation for working overtime. It is found that majority of ITES organizations in Coimbatore are not providing compensation for working overtime.

Promotions

The distribution of respondents based on promotions is depicted in table – 6.

The promotion has been provided in all organization to show the vertical growth of an employee. In the present study it was found that 78 percent of the respondents did not face any discrimination in promotion while 22 percent of the respondents agreed to the statement that they did face discrimination in promotion, with female (57) outnumbering male (53) employees. Peterson and Thea (2006) also confirms that there were so many ways of gender biasness and discrimination in organizations like job compensation package, hiring discrimination, favoritism related to job promotion, and biasness in wage setting for different type of job work due to the unfair actions of the employer.

Table – 6 Distribution of Respondents Based On Promotions (in numbers)

Particulars \ Gender	Male	Female	All
Equal Promotion			
Yes	197(79)	193(77)	390(78)
No	53(21)	57(23)	110(22)
Total	250	250	500
Number of promotions			
0	118(47)	149(60)	267(53)
1	72(29)	85(34)	157(31)
2	43(17)	4(2)	47(9)
3	7(3)	8(3)	15(3)
>4	10(4)	4(2)	14(3)
Total	250	250	500
Promotion based on Evaluation			
Yes	219(88)	228(91)	447(89)
No	31(12)	22(9)	53(11)
Total	250	250	500
Type of Evaluation			
Performance appraisal	134(61)	170(75)	304(68)
Seniority	55(25)	53(23)	108(24)
Influence	15(7)	5(2)	20(5)
Others	15(7)	0	15(3)
Total	219	228	447

Source: Based on field survey, 2012-13.

Figures within parenthesis indicate column percentage.

Around 53 percent of the respondents stated they did not receive any promotions since they had joined the organization. About 31 percent of the respondents have received single promotions, 15 respondents 3 promotions and 14 respondents more than 4 promotions. Gender-wise, 60 percent of the female respondents and 47 percent of male respondents did not receive any promotions. Thus female respondents outnumbered the males in stating no promotion. Out of 500 respondents, 447 (89 percent) respondents stated that promotion was based on evaluation and only 53 (11 percent) respondents stated that promotion was not based on evaluation. Thus it was noted that in ITES organization promotion was based on evaluation.

Promotion is given in all organization but the evaluation for giving promotion differs between different organization. In the study, around 304 (68 percent) respondents has stated that the basic criteria for promotion was performance appraisal, followed by 108 (24 percent) respondents stated it is based on seniority, and a few (of 5 percent alone) stated that it was based on influence. Thus a large proportion of employees opined that promotion was based on performance.

Problems at Workplace

Problem at workplace is a very common feature in all the organizations. The problem may be disciplined-based, performance-based or both. All employees face problems but the problems faced by male and female employees differs. Though women have made their entry into the labour market they still face some obstacles at their workplace which are related to the hazards or risks which are common to all workers. Factor analysis was used to identify the factors responsible for the problems at workplace in ITES organisation. To determine the reliability of applying factor analysis the Cronbach's alpha test was applied and presented in table - 7 .

Table – 7 Cronbach's Reliability Test

S.NO	Groups	Cronbach's Alpha
1	Males	.905
2	Females	.868
3	All	.888

Source: Estimation based on field survey, 2012-13

The cronbach's alpha value for male, female and all respondents were, 0.905, 0.868 and 0.888 respectively, which was greater than .7 indicating the reliability of the constructs.

To determine the appropriateness of applying factor analysis the KMO and Bartlett's test measures were computed and the results are presented in table – 8. The KMO statistics for male, female and all respondents were 0.855, 0.797, and 0.859 signifying higher than acceptable adequacy of sampling. The Bartlett's test of sphericity was also found to be significant at 1 percent level providing evidence of the presence of relationship between the variables to apply factor analysis.

Table – 8 KMO and Bartlett's Test Measures

Gender / Measure	Male	Female	ALL
Kaiser-Meyer-Olkin Measure	.855	.797	.859
Bartlett's Test of Sphericity (i) Approx. Chi-Square	2026.047	2028.995	3503.687
(ii) Degrees of freedom	105	105	105
(iii) Significance	.000	.000	.000

The table - 9 enlists the eigen values their relative explanatory powers and the factor loadings for 15 components identified within the data set. The eigen values greater than one alone was considered for inclusion in the analysis. Results indicate the first three factors alone was greater than one for male respondents. For female and all respondents first four factors was greater than one, indicating that these factors alone were appropriated for inclusion in the analysis. For male respondents the three factors together accounted for 63 percent of the variations, while for female and all respondents the four factors together accounted for 69 percent and 67 percent of the variations, respectively.

For male respondents, factor 1 had significant loadings for three dimensions namely delay in payment, long working hours and over stress / tension together constituting workplace hassles. Factor 1 was more powerful because it explains nearly 24 percent of the variance. Factor 2 had significant loading for only one dimension namely harassment by colleagues/ supervisors, constituting workplace harassment and it explains 23 percent of the variance. Factor 3 had significant loading for two dimensions namely monotony of work and lack of appreciation together constituting workplace harassment and it explains around 16 percent of variance.

Table – 9 Factor Loadings for the Problems Faced at Workplace

Factors / Label	Male			Female				All			
	F1	F2	F3	F1	F2	F3	F4	F1	F2	F3	F4
Monotony of work			.831				.689				.728
Lack of appreciation			.849								.719
Supervisor / Team Leader shout at Workers							.637				
Transport to and from work							.718				
Harassment by Colleagues/ Supervisors		.753			.886				.796		
Sexual harassment at work					.893				.835		
Delay in payment	.722										
Long working hours	.870					.902				.880	
Over stress / Tension	.728									.736	
Leads to health problem											
Poor Working conditions											
Low payment				.776							
Uncertainty about continuity of the work											
Lack of Vertical Growth				.798				.825			
Lack of skill development				.834				.798			
Eigen values	3.58	3.43	2.41	3.04	2.80	2.44	2.03	2.83	2.56	2.44	2.16
Percentage of variance	23.87	22.88	16.04	20.25	18.65	16.29	13.53	18.87	17.06	16.26	14.40
Cumulative percentage of variance	23.87	46.74	62.78	20.25	38.90	55.18	68.71	18.87	35.93	52.19	66.60

Source: Estimation based on Field survey, 2012-13.

For female respondents factor 1 had significant loadings on three dimensions namely low payment, lack of vertical growth and lack of skill development together constituting career hindrance. Factor 1 was more powerful because it explains nearly 20 percent of the variance. Factor 2 had significant loading for two dimensions namely harassment by colleagues/ supervisors and sexual harassment at work together constituting workplace harassment and it explains around 19 percent of variance. Factor 3 had significant loading for one dimension namely long working hours constituting workplace harassment and it explains around 16 percent of variance. Factor 4 had significant loading for three dimensions namely monotony of work, supervisor / team leader shout at workers and transport to and from work together constituting workplace harassment and explains around 14 percent of variance.

For all respondents factor 1 had significant loadings on two dimensions namely lack of vertical growth and lack of skill development together constituting career hindrance. Factor 1 was more powerful because it explains nearly 19 percent of the variance. Factor 2 had significant loading for two dimensions namely harassment by colleagues/ supervisors and sexual harassment at work together constituting workplace harassment and it explains around 17 percent of variance. Factor 3 had significant loading for two dimensions namely long working hours and over stress / tension together constituting

workplace hassles and it explains around 16 percent of variance. Factor 4 had significant loading for 2 dimensions namely monotony of work and lack of appreciation together constituting workplace harassment and it explains around 14 percent of variance.

CONCLUSIONS

The current research is an attempt to understand the perceptions that women employees in India have about the policies that their organizations have to address the issue of discrimination based on gender. The revelations of the study suggest that even the workplaces governed by new paradigms of production organisation and enabled by information technology are not essentially free from gender stereotypes and unequal gender relations. The findings also suggest that the mere participation in a modern sector occupation (such as ITES / IT) alone need not necessarily lead to empowerment or emancipation of women from the clutches of traditionally rooted social norms. If we eliminate gender discrimination, women will deliver all the potentials, skills, knowledge to develop the family, the nation and the whole world.

RECOMMENDATIONS

- Employers should evaluate the process and ensure the company is distributing work fairly and not based on things like personal relationships, or on illegal factors, such as gender bias.
- Education develops the skills, imparts knowledge, changes the attitude and improves the self confidence. It provides employment opportunity and increases income. Hence educating women is the prime factor to combat gender discriminate and for the up-liftment of women. Not only the female, the society must be educated to give equal right for female.
- The world community agrees that without equal participation of males and females in development activities, the millennium goal would never be achieved. We should, therefore, start outlining more issues, possible strategies, long-term and immediate targets for gender equality and to remove all types of biasness and discrimination in employment and ensure a healthy workplace environment for women.

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