The Role of Women in the Formation of Organizational Climates in Various Workspaces in Bengaluru, India

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Abstract

This study examined the influence of women in the formation of organizational climates and their effectiveness in this competitive era. Favorable climates and working conditions enhance work quality and increase organizational cohesion that develops interpersonal bonds to accomplish workplace goals. Women have faced multiple challenges in the banking industry. To address gender disparity, women leaders created initiatives to empower women and encourage society to pay attention to gender equality. Bank Presidents and Senior Managers have the responsibility of creating an organizational culture that is safer for women to participate in; organizations should be designed with women in mind. It is true that women employees appear to have a higher level of organizational commitment. They are often considered to be a key talent pool for industries. This study aimed to investigate the engagement of women in their organizational culture and to determine how this correlates with workplace conditions. The present study explored the challenges women face in maintaining positive working conditions and effective operative strategies. We collected data through a structured questionnaire with the help of convenience sampling from 124 working women of commercial, public, and foreign banks situated in Bengaluru. We analyzed the data quantitatively with the Likert scale, ranking analysis, and percentage analysis to identify antecedents of organizational climate and the role of women in building a professional environment. Results revealed that the significant problems faced by women to sustain a healthy climate in the workplace are lack of supervisor encouragement and the disparity in rewards and benefits. We further inferred that women employees shape their attitudes both in their personal and professional lives to accomplish their personal and organizational goals. They prioritize their jobs more than their personal needs to balance their personal and organizational requirements; however, they feel a lack of teamwork and require a better conflict management system.

Keywords: Organizational Climate, Role of Women, Positive Organizational Climate

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Introduction

The Global Gender Gap Index (GGGI) 2020 reported that India's ranking was 112th out of 153 countries. It advocates that Indian women are underrepresented in the workforce. Greenberg (2004) also supported that lack of fairness leads to significant stress in the workplace. Furthermore, Maslach and Leiter (2008) believe injustice and unfairness can lead to burnout and affect a female's life either at work, at home or while caring for the family. But women experience life differently, leading to differences in cognition, affect, and behaviour.

Many research showed that stability, job satisfaction, team orientation, empowerment, core values, agreement, open communication, job autonomy and reward system are strong predictors of female employee's commitment to their banking organization. Motivation and job satisfaction also determines the work environment in which they feel satisfied or dissatisfied. Making a safe working environment for women would create a gender-sensitive environment to attract, hire, and retain top talent.

Al Maaitah *et al.* (2012) also stated that, globally, women face barriers in their journeys; these barriers include a wide variety of personal and family, legal, socio-cultural, political, and economic issues. Women leaders have sought to address the barriers creating gender inequality by proposing political and legal representation of women, consciousness-raising, and awareness sharing. Zakarriya (2019) elucidates that Egyptian women's extraordinary and powerful civic advocacy during and after the 2010, Arab Spring: a wave of pro-democracy revolt[3] reveals them to enter exclusive public spaces and create new spaces for women's protest and innovative ways to mobilize the public in the region. Hence, the present study examined the role of women in the formation of organizational climate in terms of practices, policies, procedures, routines, and rewards.

Objectives

1. To examine the effect of job attitudes of women towards organizational climate
2. To analyze the problems faced by women employees to maintain a positive organizational climate
3. To study the strategies used by women to face various challenges in organizations

Methodology

We used convenience sampling, selecting 124 samples from women employees working in private, public, and foreign banks in Bengaluru. The data was collected through the survey method using a questionnaire. Tools used for analysis included the Likert scale, ranking analysis, and percentage analysis. The questionnaire was adapted from Adrian and Leonard (2010) and Kuldeep (2014) and modified as per the need of the present study.

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[3] Alvi, H. (2015, July). Women's Rights Movements in the 'Arab Spring': Major Victories or Failures for Human Rights? *Journal of International Women's Studies*, *16*(3), 294-318. Retrieved from https://vc.bridgew.edu/jiws/vol16/iss3/19/

Review of Select Literature

Chaudhuri and Ghosh (2020) emphasize that creating an organizational culture may be achieved if it is done by management. The leadership (the boards of directors) of an organization influences the significant beliefs, assumptions, and values that form that entity's culture. Family dynamics are still rooted in male dominance and female subjugation today; people have held firmly to a deep-seated notion of male supremacy. Within corporations, authoritarian leaders might use misogyny to maintain current organizational structures. It seems the tradition of gender inequality in businesses has been upheld to maintain male supremacy. We conclude that to make the organization a safer place for women to serve, there is a need for a broad coalition to lead efforts and collaborate with the leadership group in a business.

Al Maaitah *et al.* (2012) aimed to identify critical concerns and challenges that could hinder Jordanian women from advancing to higher leadership roles and identifying strategies to resolve them. Cross-section research was used where a quantitative sample and a qualitative survey was performed using a self-directed questionnaire. To characterize the diverse types of women in Jordan, a convenience sample of 500 Jordanian women employed in various contexts was selected; their places of employment included states, non-governmental organizations, business, education, and academic institutions. The survey included open and closed-ended questions. The survey included demographic questions, questions about hurdles to women's advancement in the region, perceptions, and practical actions to encourage Jordanian women's advancement. Women face numerous obstacles and hurdles as they try to advance in the workplace and society. Barriers come in various forms, including political, legal, technological, personal, religious, cultural, and economic. Discrimination based on gender cuts across all areas of life. Women's education and equality were core themes when it came to the subject of fighting for women's advancement into political and leadership roles. Women should continue to push for their interests in politics and in their country's construction to retain the revolution's core objectives, including gender-sensitivity initiatives, engaging women in democracy and electoral change.

The studies included in the special issue delivered at the National Conference on "Women in Science, Technology and Management-Enablers of Change" organized by the Women Empowerment Cell of Kristu Jayanti College (Autonomous), Bengaluru, India, provides a variety of perspectives (Ranjitha and Menon, 2020). Women have dared to raise consciousness about the importance of societal development with respect to gender equality. While most of the discussions centred on problems and opportunities unique to Indian women, the questions discussed are universal. In India, there is a significant difference between urban and rural opportunities for women. Sustained technological efforts are being made to empower rural women by enabling them to engage in and raise awareness about various empowerment programmes. This article examines the diverse expression of women's voices, desires, and abilities, and a variety of ideas, issues, and solutions that have been explored by the authors and presented in the paper.

Jayne (2016), in a book review on *India's Working Women and Career Discourses: Society, Socialization and Agency* by Suchitra Shenoy-Packer (2014), stated that low-income families find it hard to put their daughters through school due to the expectation that it will hinder or disrupt their lives. In contrast, the rest of the population in higher-income households find it completely reasonable to believe that a degree will boost their earning power. Familial duties and expectations are essential, yet the women interviewed were so satisfied with their jobs that they felt they had accomplished all that they could, and therefore did not explore their full potentials or how they could improve in their careers.

Conceptual Background

The Organizational Climate is the understanding, perception, and attitudes that employees hold within an organization about their department, group (or other working unit) and the entire organization. Factors that affect the climate of the organization are leadership quality, satisfaction level of the employees, supervisor support, effective communication, teamwork, training and development activities, moral support, and challenges in the workplace.

Analysis

Table 1
Effect of Women's Attitudes Regarding Organizational Climate

Effect of Women's Attitudes Regarding Organizational Climate

1 = "Strongly Agree, 2 = "Agree", 3 = "Neither Agree nor Disagree", 4 = "Disagree", and 5 = "Strongly Disagree"

Sl. No.	Statements	1	2	3	4	5	Total
1	I always like to be involved in my present job	32	35	21	19	17	124
2	My work can describe only a smaller portion of my attitude	38	41	19	15	11	124
3	My job gives me personal satisfaction	36	37	18	14	19	124
4	My preferences are based on my job	25	26	30	23	20	124
5	I like to take new challenges in my job	18	21	27	31	27	124
6	I do the job only for financial benefits	20	23	28	25	28	124
7	My personal goals are merged with the organizational goals	22	23	17	30	32	124
8	I give priority to my job more than my personal needs	15	21	19	32	37	124

Table 1.1
Effect of Women's Attitudes Regarding Organizational Climate

To examine women's attitudes toward the organizational climate
1 = "Strongly Agree, 2 = "Agree", 3 = "Neither Agree nor Disagree", 4 = "Disagree", and
5 = "Strongly Disagree"

Sl. No.	Statements	1	2	3	4	5	Total
1	I always like to be involved in my present job	32	70	63	76	85	326
2	My work can describe only a smaller portion of my attitude	38	82	57	60	55	292
3	My job gives me personal satisfaction	36	74	54	56	95	315
4	My preferences are based on my job	25	52	90	92	100	359
5	I like to take new challenges in my job	18	42	81	124	135	400
6	I do the job only for financial benefits	20	46	84	100	140	390
7	My personal goals are merged with the organizational goals	22	46	51	120	160	399
8	I give priority to my job more than my personal needs	15	42	57	128	185	427

Many respondents strongly agree that "their work can describe only a smaller portion of their attitude". It is further understood that attitudes toward and in the workplace can show only a small portion of oneself, but they shape their attitudes both in their personal and professional lives to achieve their personal and organizational objectives. Most of the respondents strongly disagree that they "prioritize their job more than their personal needs" which means most women employees balance their personal and organizational requirements.

Table 2
Problems Women Face in the Workplace

To analyze the problems faced by women employees face to maintain a positive organizational climate.

Sl. No.	Problems	Major Issue	Percentage
1	Lack of role clarity	8	6.4516129
2	Communication barriers	12	9.67741935
3	Difference in incentives and benefits	25	**20.1612903**
4	Lack of motivation	19	15.3225806
5	Lack of supervisory support	25	**20.1612903**
6	Favouritism	21	16.9354839
7	Lack of planning	9	7.25806452
8	Lack of proper training and development programmes	5	4.03225806
Total		**124**	**100**

Table 2 shows that the women employees face two significant problems in their workplace: They are "difference in incentives and benefits" (20.16%) and "lack of supervisory support"

(20.16%). The least number of the respondents (4.0%) stated that they have an issue with training and development programmes which means the majority are satisfied with the training and development.

Table 3
Strategies Women Use to Face Various Challenges in the Organization

To study the strategies used by women to face various challenges in organizations
Ranking of women's strategies in the workplace based on their personal experience (Rank 1 to 5). Rank 1 = Best strategy; Rank 8 = The least used strategy.

Sl. No.	Strategies used	1	2	3	4	5	6	7	8	Total
1	Promote better teamwork	15	13	17	23	10	17	15	14	124
2	Initiate better planning and decision making	17	20	15	10	19	14	17	12	124
3	Improve professional relationship	14	13	16	12	16	19	14	20	124
4	Avoid gossip and rumours	20	22	18	17	13	11	15	8	124
5	Include better conflict management system	18	16	18	15	19	18	11	9	124
6	Enhance the quality of service	18	12	17	19	12	12	15	19	124
7	Encourage clear directions and planning	15	9	8	15	25	15	16	21	124
8	Improve commitments and morale	17	12	10	13	18	18	11	25	124

Table 3.1
Strategies Women Use to Face Various Challenges in the Organization

To study the strategies used by women to face various challenges in organizations
Ranking of women's strategies in the workplace based on their personal experience (Rank 1 to 5). Rank 1 = Best strategy; Rank 8 = The least used strategy.

Sl. No.	Strategies used	1	2	3	4	5	6	7	8	Total Rank	Rank
1	Promote better teamwork	15	26	51	92	50	102	105	112	553	1
2	Initiate better planning and decision making	17	40	45	40	95	238	119	96	690	4
3	Improve professional relationship	14	26	48	48	80	266	98	160	740	**7**
4	Avoid gossip and rumours	20	44	54	68	65	209	105	64	629	3
5	Include better conflict management system	18	32	54	60	95	198	77	72	606	2
6	Enhance the quality of service	18	24	51	76	60	216	105	152	702	5
7	Encourage clear directions and planning	15	18	24	60	125	204	98	168	712	6
8	Improve commitments and morale	17	24	30	52	90	306	77	200	796	8

Table 3.1 shows that the most important strategy of women to face various challenges is the "promotion of better teamwork" (1st rank). The second-best strategy used by them is "better conflict management system" (2nd rank). The least important strategies are "enhanced organizational commitments and morale" (8th rank) and "improved professional relationship" (7th rank).

Findings

A significant number of respondents strongly agree that their work can describe only a smaller portion of their attitude. In addition to this, attitudes in the workplace can show only a small portion of oneself. However, they shape their attitude both in their personal and professional life to achieve their personal and organizational objective; they prioritize their job more than their personal needs, which means most women employees balance their personal and organizational needs.

Women employees feel high discomfort in their workplace due to "difference in incentives and benefits" and "lack of supervisory support", although they have minimum satisfaction with training and development programmes.

The female employees overcome their challenges by promoting better teamwork and a better conflict management system. However, Improved commitments and morale, and professional relationship are helping them to some extent.

Discussion

Women face many challenges and forms of discrimination in their workplaces. They suffer considerably higher levels of work-related stress, anxiety and depressions, especially in the banking job. It is obvious that the capacity of women to cope with shifting circumstances in their work and personal lives can be exceptional. Organizational climate and working conditions diverge from one organization to another subject to geographical location, culture, and other factors. An unhealthy workplace climate emerges due to a lack of supervisor encouragement and the disparity in rewards and benefits. These may vary depending upon different situations and circumstance, thus cannot be generalized for all organizations. This study is specific to the Bengaluru region of India and a particular population within this region.

A significant number of respondents strongly agree that "their work can describe only a smaller portion of their attitude". Women employees face two significant workplace problems: "difference in incentives and benefits" and "lack of supervisory support", as noted in their responses. As a result, we must ask: Why do these differences exist? How do we encourage broader awareness within the organization to correct these problems? Or there is something more, which requires further study and intervention.

The respondents' most essential strategies to face various challenges are "promotion of better teamwork", and the second-best strategy is "include better conflict management system". The least used strategy is "Improve commitments and morale" and "Improve professional relationship". However, there are possible individual differences; "nature and nurture" play a significant role in decision-making and implementation strategies. The research finding revealed that women used "promotion of better teamwork", and the second-best strategy they use is "include better conflict management system". This cannot be generalized for the whole population.

The findings also showed that women used the strategy to "Improve commitments and morale" and "Improve professional relationship". Commitment and morale come from the virtues one holds, cultural values; in fact, any relationship strongly correlates with one's upbringing. To a great extent, it may be a learned behaviour for survival. Further research would be needed with a larger population in a different geographical location in diversified settings to reach a more precise conclusion.

Conclusion

Some of the problem's women face in maintaining a positive climate in the workplace include lack of supervisor support and differences in incentives and benefits. Many respondents strongly agree that "their work can describe only a smaller portion of their attitude". Most of the respondents strongly disagree that they "prioritize their job more than their personal needs", which means most women employees balance their personal and organizational requirements. The essential strategies to face various challenges are "promotion of better teamwork", and the second-best strategy used by them is "include better conflict management system". The least strategy used is "Improve commitments and morale" and "Improve professional relationship".

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Appendix

Questionnaire

Sl. No.	Statements	1	2	3	4	5
	To examine the effect of job attitude of women towards organizational Climate					
	1 = "Strongly Agree, 2 = "Agree", 3 = "Neither Agree nor Disagree", 4 = "Disagree", and 5 = "Strongly Disagree"					
1	I always like to involve in my present job					
2	My work can describe only a smaller portion of my attitude					
3	My job gives me personal satisfaction					
4	My preferences are based on my job					
5	I like to take new challenges in my job					
6	I do the job only for financial benefits					
7	My personal goals are merged with the organizational goals					
8	I give priority to my job more than my personal needs					

Sl. No.	Problems	Major Issue
1	Lack of role clarity	
2	Communication barriers	
3	Difference in incentives and benefits	
4	Lack of motivation	
5	Lack of supervisory support	
6	Favouritism	
7	Lack of planning	
8	Lack of proper training and development programmes	

Sl. No.	Problems	1	2	3	4	5	6	7	8
	To study the strategies used by women to face various challenges in the organization								
	Rank the strategies used by you in your workplace based on your personal experience (Rank 1 to 8) Rank 1 = Best strategy and Rank 8 = The least used strategy								
	Strategies used								
1	Promote better teamwork								
2	Initiate better planning and decision making								
3	Improve professional relationship								
4	Avoid gossips and rumours								
5	Include better conflict management system								
6	Enhance the quality of service								
7	Encourage clear directions and planning								
8	Improve commitments and morale								