

SPECIALIZATION PROJECT
ON
A REPORT ON GENDER PAY GAP

SUBMITTED IN PARTIAL FULFILLMENT FOR THE AWARD OF THE DEGREE OF
MASTER OF MANAGEMENT STUDIES (2019-2021)
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CERTIFICATE OF APPROVAL

This is to certify that the Project titled “**A Report on Gender Pay Gap**” is successfully completed by **Pooja Subhash Botalji** during semester IV, in partial fulfilment of Master's degree in Management Studies recognized by the University of Mumbai for the academic year 2019-2021.

This project work is original and has not been submitted earlier for the award of any degree of any other University/Institution.

Name of the Guide: Dr. Betty Sibil

Date:

Signature of the Guide

DECLARATION

I, **Pooja Subhash Botalji**, student of **Pillai Institute of Management Studies and Research**, New Panvel, hereby declare that I have completed the Specialization Project on “**A Report on Gender Pay Gap**” under the guidance of Dr. Betty Sibil

No part of this report has been submitted for any degree, diploma and title of recognition before, I also confirm that, the report is only prepared for my academic requirement and not for any other purpose.

Name of the Student: Pooja Subhash Botalji

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Chapter 1: Introduction

1.1 Introduction of the Topic

For centuries in India women's position is considered secondary to men and one of the social issues faced by many Indian women is gender inequality. The gender discrimination issue is deep-rooted in India, the birth of a girl's child is considered a burden to the family, and all this because of the patriarchal norms set by society for girls and boys. In today's world, this discrimination continues in every aspect of life. Be it education, college, workplace, and home. Due to this discrimination right from birth, a girl child faces issues like child marriage, no access to education, child domestic work, poor health, sexual abuse, and violence. Even if a girl child gets access to education and equal rights, she might face discrimination in the workplace and one of the major issues faced by working women is also one of the less-discussed issues which is a Gender Pay Gap.

International Labour Organization states that the gender pay gap is a measurable indicator of inequality present between men and women and according to the OECD (Organisation for Economic Co-operation and Development) "The gender wage gap is defined as the difference between median earnings of men and women relative to median earnings of men" in simple term it is the average difference between the remuneration earned by men and women. Though nowadays due to easy access to social media, education, and awareness among women's they are more aware of their benefits. but yet notwithstanding the efforts of activists, government, and policymakers gender pay gap in India is wide than in the past. According to the Monster Salary Index of 2019, women in India earn 19% less than men and according to the World Economic Forum (WEF) report on Gender Gap 2020, India holds 112th position in the world ranking and 4th position in the regional ranking. India slipped from 108th position in 2018 to 112th position in 2020 which shows that instead of going forward we are going backward. The WEF also estimated that it will take more than 202 years to close the global gender pay gap which is estimated by considering the gender gap data from the past 12 years of various nations. Over the years many researchers had studied this topic and had given very constructive solutions to resolve this issue and according to the research, bridging the gender pay gap is not only beneficial for women but is equally important for the nations. Closing the gender pay gap will increase the labour participation of women. It will make women more financially strong, independent and thus making them more economically active. From the point of the nation, closing the gender pay gap will increase consumer spending and thus improving the economy of the country, more contributions to the pension scheme, and spending of income.

International Labour Organizations has estimated that closing the gender pay gap can increase the women's income by US\$2 trillion and GDP increase by up to US\$6 trillion. It is also estimated that bridging the gender pay gap will increase the global GDP up to 35%. The gender pay gap is a legitimate issue that we have ignored for centuries but for realizing its importance it is necessary to research this topic hence the present research study on Gender Pay Gap is done with the intent to know more about this topic

1.2 Research Problem

Due to social norms, women face a lot of problems and that restrict their growth and one such problem is a gender pay gap. Women work in every sector every industry and in every company, still, they are being paid less than men. In India, women's participation in the labour market is less than men but it is slowly increasing because of the efforts of government and activist still there is a huge need which needs to be fulfilled by companies, government and us by making more women-friendly policies which will allow them to excel in their career, to make more work opportunities available for women, to increase their participation in the labour market, to make them more financially strong, and to improve the nation's economic situation. For this to happen we must bridge the gender pay gap. The gender pay gap is a very serious issue it's a symbol of inequality that has been neglected for centuries. The consequences of the gender pay gap are significant. It does not affect women once in a while it has a huge impact on her financial situation and thus affects her earning capacity over the period.

Some of the problems caused by gender pay gaps are: -

- Decrease participation of women in the labour market.
- The increased financial dependency of women.
- Discrimination faced by women in the workplace.
- The poor economic condition of the nation.
- It restricts women's progress leading to the accumulation of less money for old age.
- Little freedom to women when comes to choose between family and career.

1.3 Need of Study

For centuries women's role in society is considered secondary to men and still, in this 21st-century same thought processes continue, women's efforts are not appreciated as men's, and this has given rise to the serious predicament of gender pay gap. The gender pay gap is the average difference between the wages offered to men and women. It's a symbol of inequality and it impacts women's progress and reduced the earning capacity of women over their lifetime. Eliminating the gender pay gap is today's need as more and more women are educating and they are demanding equal employment opportunities. According to the UN closing, the gender pay gap will benefit the global economy and it can increase the global GDP by 35% on average hence closing the gender pay gap is not only beneficial for the women but is also equally beneficial for the nation.

1.4 Aim of the Study

The gender pay gap is a legitimate issue that women are facing still the awareness about it is poor and most women are getting affected by it. This research aims to gain an understanding of the working population's perception towards the gender pay gap following the study of laws that prevent the gender pay gap in India, and what majors we can take to solve this problem. The survey is conducted to get an understanding of the awareness level to ascertain how we can solve this issue.

1.5 Objectives of the Study

To study working population perception towards Gender Pay Gap in India.

To study laws governing pay disparity in India.

To study how Gender Pay Gap can be bridged.

1.6 Scope of the Study

The gender pay gap issue is a deep-rooted problem in India and it is still affecting many women across countries, for this reason, the study focuses to understand the issue of the gender pay gap. This research study attempts to draw the attention of employees and organizations towards the legitimate issue for this purpose constructive research is done. This research covers the basic aspect of the gender pay gap, tries to find how we can bridge this gender pay gap and what laws are in place to protect the gender pay gap also this study strives to understand the perception of the working population towards this issue. The duration of the study was two

months. The data collection method for the study is based on primary and secondary data collected from various research papers, surveys, and articles. An online survey is conducted on the working population mainly leaving in an urban region.

1.7 Limitations of the Study

Gender Pay Gap is a vast topic to research on, as the time allotted for this research study was only two months it was not sufficient. Due to time constraints the sample size was kept minimum, the response was collected only from 80 respondents. Another obstacle faced during this research was due to pandemic, responses were collected from the working population irrespective of which industry or company they are working in, as convenience & snowball sampling method was used the respondent's population is diverse and it is kept minimum, also as employee's compensation data is considered as confidential no company shares this data on the online platform and hence the arguments present in this research paper is completely based on the secondary data which is collected from various research papers and articles and hence this study highly depends on the secondary data. As this study covers only the basic aspect of the Gender Pay Gap Further study is required to find out how exactly the gender pay gap impacts female employees' and how deep it is rooted in India and as the general working population was involved in this study further industry-specific or company-specific study can be carried out.

Chapter 2: Review of Literature

World Economic Forum researched 'Gender Gap' and published their report in December 2020. This research is based on the data collected from 153 countries about Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment levels of women in the various countries. According to the report, the Global Gender Gap score is 68.6%, and the remaining gap to close is 31.4%. India holds the 112th position in the world rankings and 4th position in region ranking and has lost four positions since the previous years. This year India holds 149th position in economic participation and opportunity, 112th in educational attainment, 150th in health and survival, and 18th in political empowerment still women make up only 14.4% of the parliament (122nd) and 23% of the cabinet (69th). The report also stated that the gender gap in South Asia is the second-largest, three fourth of the women out of 860 million women live in India, and if progress continues then it will take 71 years to close the gender gap of the region. India has bridged only one-third of the gender gap since 2006. Women's participation in the labour market is one of the lowest in the world and India holds 145th position in this case. Female income is one-fifth of the male income and holds 144th rank in the world. Women only account for 14% of leadership roles (136th) and 30% of professional and technical workers.

Rashmi Umesh Arora researched on 'Gender Inequality, Economic Development, and Globalization: A State-Level Analysis of India' and published the report in 2012. The author collected the data from the United Nations Conference on Trade and Development (UNCTAD), World Trade Organization (WTO), and International Monetary Fund IMF to study how gender inequality affects the development of the country. The author concludes that gender inequality is bad for the development of the nation and also observed that the lower the gender inequality more is the per capita income and more the gender inequality less is the per capita income. The author suggested that to improve the economic position of the country strong measure should be taken to improve the education and health facilities for women this will improve the status of women and hence result in increased participation of women in the paid workforce that will lead to the higher economic growth and reduction of the poverty.

Francine D. Blau and Lawrence M. Kahn researched 'The Gender Wage Gap: Extent, Trends, and Explanations' and published the report in Journal of Economic Literature, Vol. LV (September 2017). The author studied the trends of the gender pay gap in the United States and has documented the growth from the year 1980-2010 in women's education,

experience, and occupational representation along with female's elimination in union coverage, researchers found though the wage gap has fallen dramatically between men and women still persistent gender wage gap is present. This research also proved that many of the traditional factors still have a significant impact on the gender wage gap such as the motherhood wage penalty which a negative relationship between children and women's wages. Child causes women to switch her job to more child-friendly jobs or completely withdraw their selves from the labour market. Researchers also reviewed the recent research on Psychological attributes and suggested that there are notable differences between the dimensions like negotiation, competition, and risk aversion. Males have more advantage in the above mention dimensions than females but this can be due to social context and hence cannot be an independent cause of the gender pay gap.

Meenal M. and S Senthil Ganesh researched the topic 'Gender-based pay disparity – Myth or reality? Evidence from Indian IT Services firms' researchers collected the data from the annual reports of the organization using convenient sampling from the year 2013-2016. Researchers concluded that there is no pay disparity within the Indian IT sector, and Remuneration earned by the employees is mostly get influenced by the experience they gain in the IT sector also females earn more when they are in male-dominated functions. According to researchers, the absence of pay disparity in the Indian IT sector is because of the SEBI guidelines on the pay disclosure practice.

Megha Sahni researched the topic 'Equal Pay for Equal Work in India' and published the report in 2018. The researcher reviewed the Indian laws that govern the pay disparity in India and concluded that various laws and decisions given by the courts have helped to recognized equal pay for equal work as the fundamental right and this has led to significant improvement in the gender pay gap situation in India still the problem is not fully resolved and hence some improvement in the laws is required.

Ashwini Deshpande, Deepti Goel, and Shantanu Khanna researched the topic 'Bad Karma or Discrimination? Male-Female Wage Gaps among Salaried Workers in India' and published their report in November 2015. The researchers studied the gender wage gap in the RWS and found that most of the jobs of RWS are held by almost 83% of the men and only 17% of jobs are held by women. They also studied the observable characteristics between men and women from that they concluded that though women have better characteristics than men still they earn less than men due to labour market discrimination.

Chapter 3: Research Methodology

3.1 Research Design

3.1.1 Type of Research

Quantitative research was done for the fulfilment of the objectives. This type of method helps to investigate data and to carry out the data analysis.

3.1.2 Research Method

Primary and Secondary type of research is done for the fulfilment of the objectives.

3.1.3 Population of the Study

A diverse group of people working in different companies and industries have participated in the study.

3.1.4 Data Collection Method

For the primary data collection quantitative method was used this involves the use of a wide variety of basic and applied research questions on to the population to reach the result and conclusion. An online survey was conducted, a total of 13 questions were asked to the working population to understand the perception of respondents towards the Gender Pay Gap and various research papers were studied for the collection of data related to the laws that govern pay disparity in India and what we can do to bridge gender pay.

3.2 Sampling Design

The sampling design was a combination of two techniques carefully chosen keeping in mind the pandemic situation.

3.2.1 Sample of the Study

A total of 80 respondents were involved in the survey and the target group of the study was the working population specifically working in Mumbai region.

3.2.2 Sampling Technique

It's a combination of Convenience sampling and Snowball sampling.

Chapter 4: Data Representation and Data Analysis

For the primary data collection survey was conducted. The convenience sampling method was used. A total of 80 respondents gave their response to the 13 questions asked, which was related to the Gender Pay Gap. The information is collected with the help of a structured questionnaire and then responses were statistically analysed. Simple statistical tools and techniques were used such as pie charts, bar charts, and Chi-Square analysis for the easy understanding of the result.

Perception of Working Population towards Gender Pay Gap

The perception of the working population towards the gender pay gap is studied. As gender pay gap is one of the important issues but unfortunately it is less discussed. From survey **65% of the population** consider that **discriminating on the ground of sex or gender** for pay distribution is **unfair** against women's, **5% believes** that it is fair and **23% have a neutral opinion**. From the survey, it was also found out that **88.8% of the working population** believes that the **Gender Pay Gap issue is a legitimate issue** and together we have to tackle it, whereas **11.3% of respondents** think that the gender pay gap is not that serious thus we can possibly say that though a major chunk of the population considers it as an important issue still some people refuse to consider it as an issue. Out of **80 respondents**, **40% of respondents** believe that men make more money in India for doing a similar type of work whereas **58.8% of respondents** believe in India there is no difference by gender. **72.5% and 75% respondents** believe that government and companies are not doing enough to bridge Gender Pay Gap

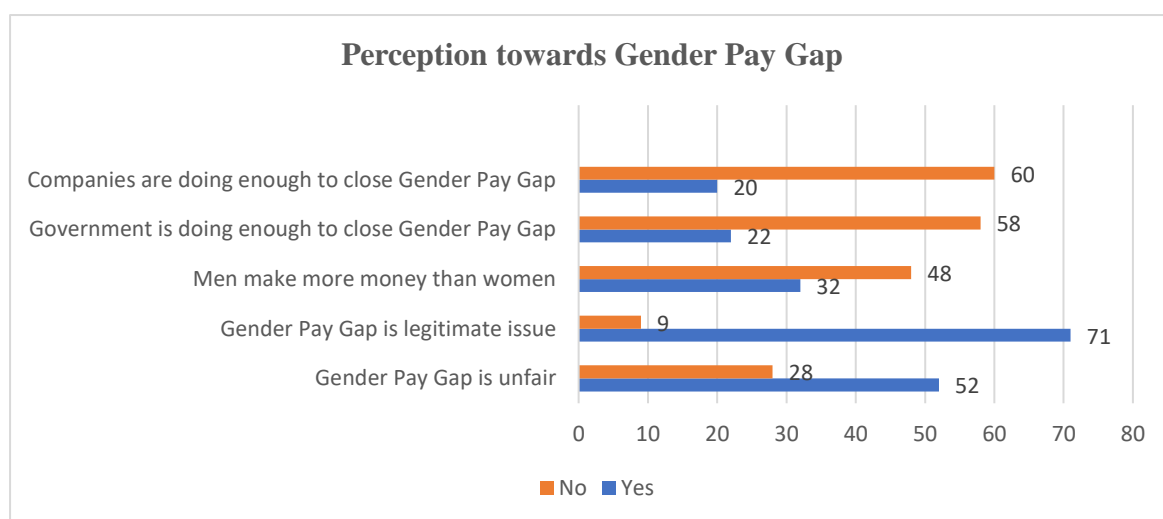


Chart – I Perception towards Gender Pay Gap

75% of respondents believe that major obstacles are still present which make it harder for women to excel in their careers and thus they have to adjust to the less pay. When asked what are the potential reasons due to which women face discrimination the foremost reason is that if **women have children then there is a possibility that they might leave the job**, second major reason is that **women prioritize their family over career**. As women's main job is always considered as a caregiver and thus, they are always expected to take one step back.

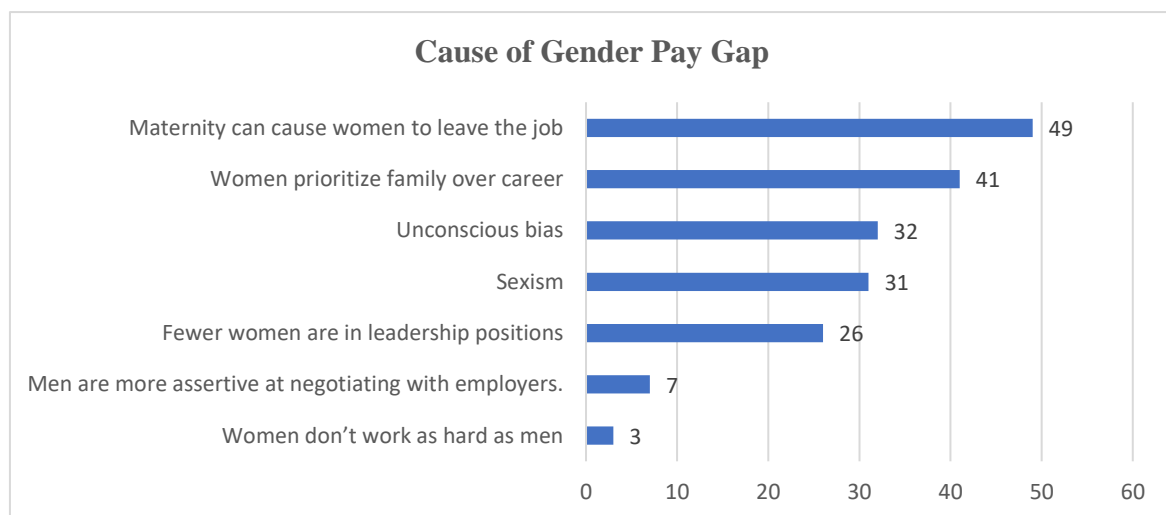


Chart – II Cause of Gender Pay Gap

When asked respondents about gender pay issues at their workplace, out of 80 respondents, **70% of the population** believe that on average men and women make the same amount of money whereas **26.3% of the population** believe that men make more money than women. **38.8% population** believes men have more career development opportunities available than women and **55% of respondents** believe that there is no difference by gender and both men and women have equal opportunities available for career development.

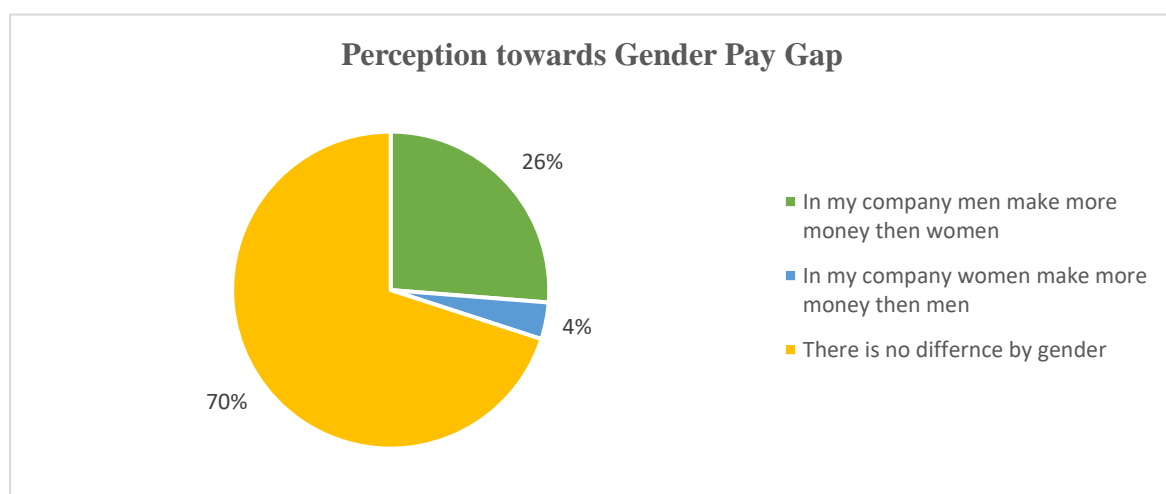


Chart – III Respondents perception towards gender pay gap in their company

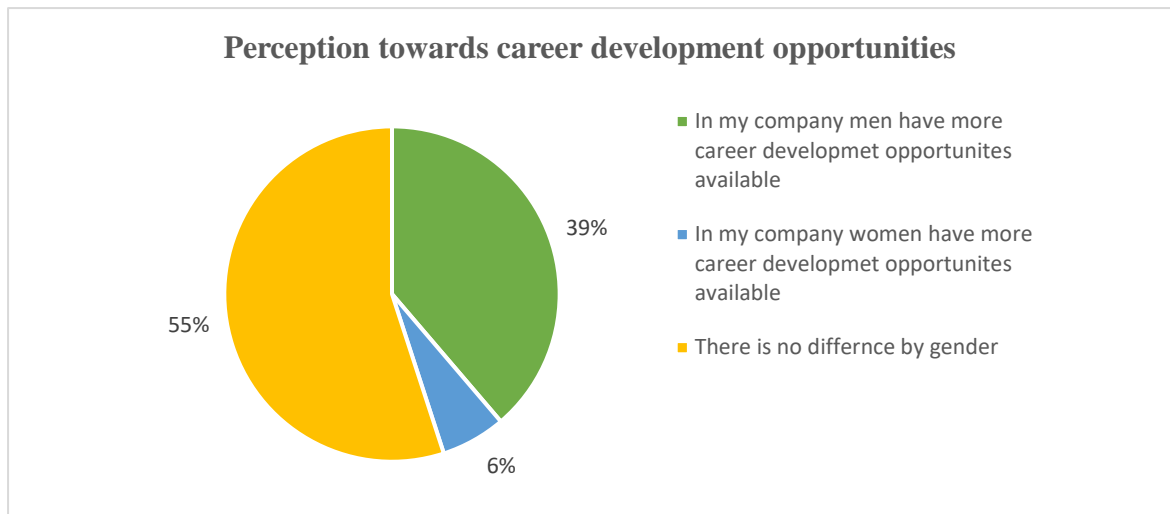


Chart – IV Respondents perception towards career development opportunity available for women in their company

One of the best solutions to bridge the gender pay gap is to make it compulsory for organizations to share their payment information with the government or post it online for the public to review when asked whether it is useful or not **25% believe** that this solution is not helpful and **75% believe** that this can lead to the positive outcome. Another solution to bridge the gender pay gap is to make it possible for employees to freely share compensation details of their salary with others when asked whether respondents are willing to do this or not **48.8% said yes**, **41.3% said maybe** and **10% said no** this implies that major proportion of the population is reluctant towards the sharing their compensation details.

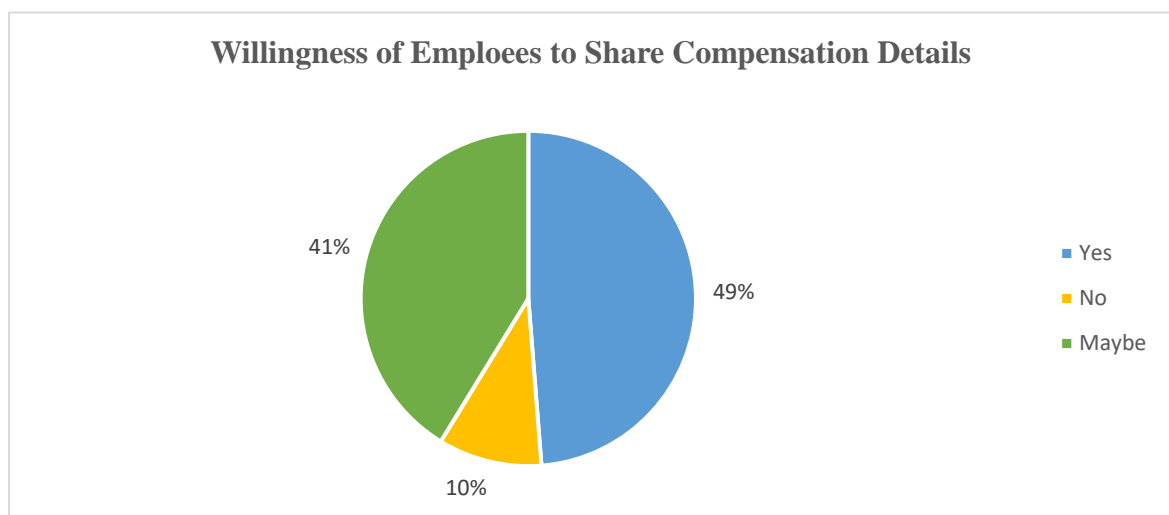


Chart – V Willingness of employees to share their compensation details

Data Analysis

The research attempts to find the association between demographic variables (gender and age) and perception towards Gender Pay Gap. The study is based on the quantitative approach. The collected data were subjected to Statistical Analysis. Inferential Statistic tool, Chi-Square was used to determine if there is any association present between these variables.

Result of Chi-Square Test

Association between Demographic Variable and Positive Perception towards Gender Pay Gap

1. Gender and Positive Perception towards Gender Pay Gap.

Observed Frequencies				
Positive Perception towards Gender Pay Gap				
Gender	Fair	Neutral	Unfair	Total
Female	3	12	38	53
Male	2	11	14	27
Total	5	23	52	80

Expected Frequencies				
Positive Perception towards Gender Pay Gap				
Gender	Fair	Neutral	Unfair	Total
Female	3.3125	15.2375	34.45	53
Male	1.6875	7.7625	17.55	27
Total	5	23	52	80

Table I – Association between Gender and Perception towards Gender Pay Gap

Hypothesis

H₀ – There is no association between Gender and Positive Perception towards Gender Pay Gap

H₁ – There is association between Gender and Positive Perception towards Gender Pay Gap

5% Level of Significance- 0.05

Chi- Square calculated value- 0.20095

Interpretation- Null hypothesis is not rejected.

To identify whether there is any relation present between gender and positive perception towards Gender Pay Gap Chi-Square analysis was carried out. Table- I show that out of 80 respondents 53% of respondents were female while 27% were male. The calculated Chi-Square value was tested against a 5% level of significance. As the calculated value is greater than 0.05, the null hypothesis is not rejected hence we can state there is no association between gender and positive perception towards Gender Pay Gap. **Hence there is a possibility that perception towards gender pay gap does not differ according to the gender of the respondents.**

2. Age and Positive Perception towards Gender Pay Gap

Observed Frequencies				
Positive Perception towards Gender Pay Gap				
Gender	Fair	Neutral	Unfair	Total
18-30	4	19	42	65
30-40	1	3	10	14
Total	5	22	52	80

Expected Frequencies				
Positive Perception towards Gender Pay Gap				
Gender	Fair	Neutral	Unfair	Total
18-30	4.0625	17.875	42.25	64.1875
30-40	0.875	3.85	9.1	13.825
Total	4.9375	21.725	51.35	80

Table – II Age and Positive Perception towards Gender Pay Gap

Hypothesis

H0 – There is no association between Age and Positive Perception towards Gender Pay Gap

H1 – There is association between Age and Positive Perception towards Gender Pay Gap

5% Level of Significance- 0.05

Chi- Square calculated value- 0.832029

Interpretation- Null hypothesis is not rejected.

To identify whether there is any relation present between age and positive perception towards Gender Pay Gap Chi-Square analysis was carried out. Table- II show that out of 80 respondents 65% of the population is between the age group 18-30 while 14% of the population is between the age group 30-40. The calculated Chi-Square value was tested against a 5% level of significance. As the calculated value is greater than 0.05, the null hypothesis is not rejected hence we can state there is no association between age and positive perception towards Gender Pay Gap. **Hence there is a possibility that perception towards gender pay gap does not differ according to the age of the respondents.**

Equal Remuneration Act of 1976

In India, women's have faced discrimination for ages and after the independence of the nation in 1947 for the development of the nation, more women needed to get into the labour market as they form an integral part of our society but at that time inequality was deep-rooted in India, women used to struggle to get a job, equal right, position and remuneration in the workplace and hence to tackle this problem India passed Equal Remuneration Act 1976.

Purpose of the Act

An act to provide for the payment of equal remuneration to men and women workers and the prevention of discrimination, on the ground of sex, against women in the matter of employment and for matters connected therewith or incidental thereto

Equal Remuneration Act of 1976 protects women against discrimination on the ground of sex, and in the matter of employment and for the payment of equal remuneration to both men and women. The main objective of the act is to prevent discrimination against women from employers based on sex in matters like wage-fixing, training, and development, promotion, or any other matters related to employment. This act is passed to make sure that men and women are paid equal remuneration for similar work or work of similar nature and discrimination in the workplace which is nothing but preferring one gender over another is prevented.

Act Details

- Short Title – Equal Remuneration Act 1976
- Act Year – 1976
- Enactment Year - 11-02-1976

- Enforcement Year - 08-03-1976
- Total Section - 18 Sections
- Ministry - Ministry of Labour and Employment

Study of Equal Remuneration Act 1976

Section 1 of the Act explains the short title of the act and its extent which we have already discussed.

Section 2 of the act defines the terms such as Women, Men, Appropriate Government, Employer, Same Work, or Work of Similar Nature. **Section 2 (h)** defines the term Same Work or Work of Similar Nature according to this section any work in which skill, effort, and responsibility required are same, the working conditions for both men and women are same then this work is considered as same work and if there is difference between the requirement of skill, effort, and responsibility but that difference do not have any practical importance according to the terms of employment then also it is considered as same work.

Section 3 of the act provides overriding effect to the act which means this act is given more importance than any other law, any awards, agreements, contract or services, so if any law, agreement, contract, or services are inconsistent with this law then more preference will be given to this particular law even if those laws or agreements are made before commencement of the act.

Section 4 of the act describes the duty of the employer to pay equal remuneration to both men and women workers for doing the same work or work of similar nature. **Sub-section (1)** of this section prohibits an employer from discriminating against workers based on gender and thus employer cannot pay less remuneration to any worker than what the employer pays to the worker of the opposite sex for performing the same or work of similar nature. Sub-section (2) prohibits an employer from reducing the rate of salary of any worker to comply with section 1.

Section 5 prohibits an employer from discriminating between workers on the ground of sex while recruiting the workers. This section also prohibits the discrimination of workers by the employer during the promotion, training, or any other thing which is related to the employment except those professions where the employment of women's is prohibited under the law. But this provision does not affect the prior reservations made to the schedule cast people, ex-servicemen scheduled tribes, etc.

Section 6 is about the Advisory Committee. The sub-section (1) of the Act gives powers to the appropriate government to form an Advisory Committee whose main objective is to advise the appropriate government on increasing employment opportunities for women. Sub-section (2)

of the act state that the committee should have at least 10 members and one-half shall be women. Sub-section (3) of the Act gives power to an advisory committee to advise the appropriate government on the topics like nature of work, hours of work, the suitability of women for employment, as the case may be, the need for providing increasing employment opportunities for women, including part-time employment, and such other relevant factors as the Committee may think fit. Subsection (4) gives power to the committee to form its procedure.

Section 7 of the Act gives power to the appropriate government to appoint authorities for hearing and deciding claims and complaints of the workers. **Subsection (1)** of the act states that the appointed person by the appropriate government should not rank below the Labour Officer and this authority holds all the power of the civil court.

Section 8 of the Act makes it compulsory for employers to maintain the registers and documents of every employee that is employed by an employer in the establishment.

Section 9 of the act states that the appropriate government can appoint a person as Inspector whose job is to investigate whether employers are complying with the provisions or the rules and regulations of this act. Subsection (3) of the Act gives power to Inspector to enter any establishment at any reasonable time and demand to the employer registrar, documents related to the employees to examine. The inspector can make copies of the document and can take extras from any registers.

Section 10 of the act describes the penalties. Under Sub-Section (1) if an employer fails to maintain the record, refuses to give any information, or protects their agents the employer is punishable under the act which can be imprisonment up to 1 month and a fine of 10 thousand rupees. And under Sub-Section (2) if the employer makes discrimination between the worker on the ground of gender or pays unequal remuneration to the workers then fine can go up to 20 thousand and imprisonment duration can go up to 2 years.

Section 11, Sub- Section (1) of the act states that if an offense is made by the company then every person who was in charge or responsible for the conduct of business is considered guilty. Sub-Section (2) of the act states that if an offense is made by the company's consent or it has happened due to the negligence of the director, manager, or other officers of the company then they are considered guilty.

Section 13, Sub-Section states that the central government can make rules for carrying or implementing the provisions of this act.

Section 14 states that the central government can give directions to the state government for the execution of this act.

Section 15 states that this act will not apply to those laws which give special treatment to women.

Section 16 states that the appropriate government holds the power to make a declaration if it is satisfied that the difference in remuneration is based on a factor other than the sex then that difference is not going to be considered as contravention to the provision of this act.

Section 17 gives power to the central government to remove difficulties that cause the difficulty in implementation of the act.

Other than the Equal Remuneration Act 1976 there are several provisions present in the Indian Constitution which prevent the discrimination on the ground of sex.

Under the **Directive Principles of State Policy** –

Article 39 states that states need to follow certain policies towards securing-

- (a) that men and women have an equal right to adequate means of livelihood.
- (b) that equal pay for equal work is given to both men and women.

Article 42 states that the State should make provisions to maintain human conditions at work and maternity relief to the women.

Article 14 states that State cannot deny to any person equality or equal protection in front of the law.

Article 15 (1) prohibits the state to discriminate between people of the nation on the ground of sex, religion, caste, race, or place of birth.

Article 15 (3) gives power to the state to make special provisions for women and children.

Critical Analysis of Laws

- The definition of ‘Same Work or Similar Nature’ needs to be more elaborative. What can be considered as ‘Same Work’ and what can be considered as ‘Similar Nature of Work’ needs to define more precisely.
- The act is not inclusive. It uses the terms Sex, Men, Women, Male and Female, and not Gender. Sex term refers to the biological attributes which are present from birth whereas Gender is a more umbrella term, it refers to the individual perception about their own identity, socially constructed role, behaviours, and expressions of individuals and thus acts need to use term Gender instead of Sex.
- Other laws such as Maternity Benefit and Paternity Benefits need to be made more women-friendly. As, when women leave the job during maternity they lag behind their careers and

as providing care to the children is considered a women role, men get very less or no paternity leave at all and thus it affects women's career growth. According to the research done by Shruti Rajagopalan and Alexander Tabarrok, the maternity benefits offered by India is generous than the United States and France but the problem is that 70% of women in India is not in the labour force and 84% of that population works in the unorganized sectors where the law does not apply as it states that establishment with 10 or more worker should give the facility of maternity benefits. And in the case of the organized sector if 30% percent of the working population is women's then the law applies only to the 2% of the labour force. In the countries like Norway and Finland, Paternity benefits had been made compulsory due to which men have to take leave for their family and thus women get a chance to excel in their careers.

- Another issue is that though this law has given authority to the inspector under Section 9 to enter any premises and demand information regarding the pay of employees this law does not make it compulsory for organizations to share the payment data on an annual or quarterly basis with the government and thus there is a lot of possibilities that employers may manipulate data as there is no compulsion on them to share the data regularly. In Norway from 1 Jan 2020, employers must share their reports biannually.

Methods to Bridge Gender Pay Gap

What Women Can Do to Close Gender Pay Gap

- **Be Strong**

It is seen that when it comes to salary negotiation women are less assertive than men and even if they convenience the employers that she deserves good raise still they tend to get less salary than men thus developing negotiation skills is crucial for women to bridge Gender Pay Gap.

- **Research Before Applying**

Before applying for any job in any organization you must research a particular company go on and see the review about that company on the platform like Glassdoor, it will help you to understand that whether the company takes care of the employees and complies with the various laws or not.

- **Share Your Experience**

If you have experienced discrimination in your workplace then share this on social platforms like Glassdoor it will help others to be more aware of it and also it will make companies pay more attention to such issues as it impacts the image of the company.

- **Know Your Rights**

As an employee and women, we must know our rights. What to do in case if you face any discrimination, where to report, whom to report, and what compensation you should get if the employer is found guilty of discrimination thus it is crucial especially for women to be aware of these women-centric laws.

What Companies Can Do to Bridge Gender Pay Gap

- **Offer Paternity Leave**

During the research it was found that one of the prime reasons for employers for not promoting women is because women tend to leave jobs after becoming a mother. And this happens because in our society it is considered as women is a primary caregiver to the child and thus, they have to compromise on their career, and thus it is important to change this mindset and to happen these companies have to offer paternity leave this will cause men to take more family responsibility and thus women's can get time to focus on their career.

- **Offer Facilities like Day Care and Work from Home**

Maintaining a work-life balance is specifically difficult for women's thus women tend to leave job more often than men and hence offering more women-friendly policies allow women to maintain a work-life balance, it becomes easy for them to give their time to family and work which leads to the reduced rate of attrition of women and also it motivates other women to work.

- **Evaluate Hiring, Performance Appraisal Policies**

Unconscious biases can happen most probably during recruitment and performance appraisal and thus companies need to make sure that this does not happen and for this, they can conduct an audit to see whether the company is hiring more men than women and if so then what is the reason behind it. Training managers on how unconscious biases can occur, why it is a problem, and how we can tackle it, doing is necessary as only then managers will pay attention to their consciousness while making any decision. Also, make sure that women in your organization have equal access to resources and career opportunities.

- **Conduct Pay Audit**

As we know being aware of the problem is the first step to solve it thus organization needs to take proactive steps to make sure that employees in their organizations are not being paid less than other gender or race for this conducting pay audit is the solution. Be transparent about how compensation of employees is being formed and on what basis also communicate this to

employees as it's their right to know how their compensation is being designed and on what basis.

- **Maintain a Positive Work Environment**

Allow employees of your organization to discuss their compensation with each other and make sure their queries are being addressed. Allow women to negotiate because when women raise voice for their rights people tend to see that as very unfavourable, hence it is the employer's responsibility to encourage women and empower them to speak.

What Government Can Do to Bridge Gender Pay Gap

- **Making More Strong Laws and Policies**

One of the crucial roles of government is to form more strong policy structure. In India, as already discussed, though under the Equal Remuneration Act 1976 inspector has the right to enter any premises and demand any document and proofs from an employer but still this act does not mandate data publication of employees to the government by the employer on a yearly or quarterly basis. Various research has shown that the gender pay gap shrinks when companies are required to disclose them. It is also important that government make policies on paternity leave. Currently, in India, those employees who fall under the Central Civil Rules are only allowed to take 15 days of paternity leave and thus it is not available to other employees. Thus, when it comes to bridging the Gender Pay Gap government plays a very major role. Women are a major part of our society. Thus, the government needs to form policies that will encourage women to participate more in the labour market. According to the World Bank by the end of 2020 women's participation in labour force was only 20.33% which is very less as compared to other underdeveloped countries like Rwanda where women's participation is 86%. thus, forming women-friendly policies and sustaining the rate of women participation is needed.

Chapter – 5 Result and Discussion of the Study

- Data that is collected from the primary research shows that the working population's perception towards the Gender Pay Gap is positive. More number of respondents believe that Gender Pay Gap is unfair to women.
- According to 65% of respondents, Gender Pay Gap is a legitimate issue that needs to be addressed.
- 61.3% of respondents believe that employers don't promote women because there is a high possibility that women can leave the job once they become a mother and 41% believes that women tend to prioritize their family over career thus, they do not get promoted and lag in their careers leading to earning less salary than men.
- 70% of respondents believe in their company both male and female are paid an equal salary for equal work and 26% believe that in their company male and female are not being paid an equal salary for equal work.
- 66% of respondents believe that in their company male and female have equal career development opportunities available whereas 39% believe that in their organization men have more career development opportunities available than women.
- 60% of respondents and 58% of respondents believe that companies and government are not doing enough to bridge Gender Pay Gap respectively.
- 41% of respondents are ready to share their compensation details with others whereas 49% population is not sure and 10% said no.
- Chi-square analysis showed that there is no association between demographic variables (Gender, Age) and Positive Perception towards Gender Pay Gap.
- Data collected from secondary sources about various laws governing the pay disparity in India were subjected to critical analysis. The analysis of the Equal Remuneration Act 1976 showed that there is a lot of ambiguity present in law that needs to be addressed. The definition of 'Equal Work and Work of Similar' nature needs to be more elaborative; Gender term needs to be used instead of men, women, and sex, more women-friendly policies are need to be determined and the government should mandate employers to release the compensation details of their employees.
- It is possible to bridge Gender Pay Gap and for that purpose, we can implement very easy methods and techniques at the individual, organizational and government levels to bridge Gender Pay Gap.

Chapter – 6 Recommendations and Suggestions

The outcome of this research suggests a certain area that needs attention, which will enable organizations and governments to form policies and make decisions that will help to effectively bridge the Gender Pay Gap. This study tries to understand the perception of the working population towards the Gender Pay Gap, laws that prevent discrimination against women, and this study also suggests some ways by which women, organizations, and government can bridge Gender Pay Gap. Every woman deserves happy life where their efforts are rewarded, where there are being paid equal to the men, and where they hold power over their career but for this to happen not only women but organizations and government needs to adopt some of the women-friendly policies, form more flexible work structure for women and make the work environment more inclusive to them. Improving the negotiation skills, implementing women-friendly policies, mandating employers to release the compensation data of their employees are some of the methods that can be done. These steps will not only help to bridge Gender Pay Gap but can also help to spread more awareness about this issue. Due to certain limitations, this research study is conducted within a short span hence it contains only the basics of the Gender Pay Gap. also, as convenience sampling method was used the respondent's population is diverse and it is kept minimum maybe because of this, the research study could not find any relation between demographic variables which are age, gender, and positive perception towards Gender Pay Gap hence further study is needed on a larger population with different sampling technique to check whether any relation between these two variables exists or not. Further industry-specific study or company-specific study can be done to see which particular industry or job profile have wider Gender Pay Gap. There is also a need to do an extensive research study on this topic, as innovative ideas are needed which will help and motivate women to talk about their problems with more confidence it will also improve the existing women-friendly policies of organizations and will decrease the Gender Pay Gap in organizations.

Chapter – 7 Conclusion

This research study is heavily dependent on secondary research and the opinions of respondents collected via survey. Based on the findings from the analysis of survey data and secondary data, the following conclusions can be drawn in the context of the objectives of this research study.

- From the collected data we can say that Gender Pay Gap does exist. It is one of the crucial issues right now that is not being discussed that much specifically in the Indian labour market. For centuries the women role has been described by society and not by women for themselves, and these rules and regulations set by society for women are the primary cause for women to earn less than men.
- The wider Gender Pay Gap present in our country has contributed to a decrease in women's participation in labour market, discrimination against women has negatively affected women's overall career development. As women are a major part of our society thus it is imperative that not only women participate in labour market but also, they are being paid equal to the men-only then women will be financially more independent, they can spend more, invest more leading to the growth of our country's economy.
- Chi-Square showed that opinion of respondents towards Gender Pay Gap does not get influenced by their Gender and Age
- Laws that govern pay disparity in India are not sufficient to bridge Gender Pay Gap. These laws need to be updated according to the current situation, the government needs to adopt new policies which will allow more transparent business operation, this will make the employer more accountable and thus employer have to comply with rules
- Finally bridging Gender Pay Gap is possible. There are various methods and ways are available by which we can make sure that women are being paid equal to men. Along with companies and government, women play a major role in bridging the Gender Pay Gap. Women's need to be more assertive in negotiation, they need to demand their rights and they need to stand up for themselves and this can only happen when they know their rights and thus educating women's spreading awareness about this issue is one of the key ways to bridge Gender Pay Gap.
- If we fail to combat the ill effects that Gender Pay Gap has on our life then in the coming future the women's capital will be suffering from a major crisis. Addressing this increasing threat is now our crucial responsibility and to do so more research and innovative idea is needed.

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Appendices

1. Age
 - ☐ 18-30
 - ☐ 30-40
 - ☐ 40-50
 - ☐ 50 and above
2. What do you think of the fact that women are paid less than men for similar types of work?
 - ☐ Fair
 - ☐ Netural
 - ☐ Unfair
3. Which statement comes closer to your own views.
 - ☐ The pay gap issue is not a serious issue
 - ☐ The pay gap is a legitimate issue
4. Gender
 - ☐ Female
 - ☐ Male
5. Which statement comes closer to your own views. For doing similar types of work in India, on average...
 - ☐ Men make more money than women
 - ☐ Women make more money than men
 - ☐ There is no difference by gender
6. Which statement comes closer to your own views.
 - ☐ Obstacles that once made it harder for women to get ahead are now largely gone
 - ☐ There are still significant obstacles that make it harder for women to get ahead than men
7. According to research published in 2019 women in India earn 19% less than men for doing a similar type of work. In your view which is the major reason for this gender pay gap? (Select all that apply)
 - ☐ Unconscious bias
 - ☐ Sexism
 - ☐ Women prioritize family over career
 - ☐ Women don't work as hard as men
 - ☐ Fewer women are in leadership positions
 - ☐ Employers don't promote young women because employers believe that women will leave if they have children
 - ☐ Men are more assertive at negotiating with employers.

- ☐ Employers discriminate against women in their hiring and promotion practices.
8. When it comes to closing the gender pay gap do you think the government is doing enough?
- ☐ Yes
- ☐ No
9. When it comes to closing the gender pay gap do you think the companies are doing enough?
- ☐ Yes
- ☐ No
10. One solution to close the gender pay gap would require all the companies to share their payment information with the government or online to the public. Do you think this would be helpful or unhelpful in reducing the gender pay gap?
- ☐ Helpful
- ☐ Unhelpful
11. Thinking about where you work now, which statement do you think is true in your company - for doing similar types of work, on average...
- ☐ Men make more money than women
- ☐ Women make more money than men
- ☐ There is no difference by gender
12. Thinking about where you work now do you think career development opportunities are equally available for both men and women.
- ☐ Men have more opportunities than women
- ☐ Women have more opportunities than men
- ☐ There is no difference by gender
13. In support to bridge the gender pay gap are you willing to work in an organization where you can freely share your compensation information with others?
- ☐ Yes
- ☐ No
- ☐ Maybe