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**GENDER DIVERSITY: WOMEN ON BOARD AND CORPORATE SOCIAL RESPONSIBILITY**

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**ABSTRACT**

*The term CSR identifies with the proceeding with the responsibility of an organization to carry on decently and dependably towards the general public and the earth inside which it works while adding to financial intensity and advance. This review examines the relationship between board sex assorted qualities and different measurements of CSR. Today CSR is viewed as an important apparatus to make sex correspondence at where you work. Equality and differences in the work environment are the fundamental mainstays of CSR. The organizations are progressively tending to the sexual orientation uniformity plan and including it inside their CSR programs, in light of lack of gifted work and a development in the cooperation of ladies in the workforce. The consideration of a sexual orientation point of view in CSR can assume a dynamic part in accomplishing sex fairness in the work environment through exercises, activities, systems and approaches that give rise to access to openings for work to female representatives and accommodate correspondence of the treatment of ladies in the work environment. Also, this article analyzes whether CSR evaluations intervene the connections among board asset assorted qualities, sexual orientation creation, and corporate notoriety*

**KEYWORDS**

CSR, gender diversity, gender equality.

**INTRODUCTION****CORPORATE SOCIAL RESPONSIBILITY**

The vedic philosophy of "Sarva loka hitam" i.e. "the well-being of all stakeholders", has regained importance in the current business environment. The concept has evolved over the years and now used as strategy and a business opportunity to earn stakeholder goodwill. Corporate Social Responsibility (CSR) is a concept whereby companies not only consider their profitability and growth, but also the interests of society and the environment by taking responsibility for the impact of their activities on stakeholders, environment, consumers, employees, communities, and all other members of the public sphere. The basic premise is that when the corporations get bigger in size, apart from the economic responsibility of earning profits, there are many other responsibilities attached to them, which are more of non-financial/social in nature. These are the expectations of the society from these corporate to give something in return to the society with whose explicit or implicit help these entities stand where they are.

CSR is comprehended to be the way firms coordinate social, ecological and monetary worries into their qualities, culture, basic leadership, procedure and operations in a straightforward and responsible way and in this way set up better practices inside the firm, make riches and enhance society. CSR is additionally called Corporate Citizenship or Corporate Responsibility. With the understanding that organizations assume a key part of occupation and riches creation in the public arena, CSR is for the most part comprehended to be the way an organization accomplishes an adjust or reconciliation of financial, ecological, and social objectives while in the meantime tending to shareholder and partner expectations. CSR is an idea whereby organizations incorporate social and natural worries in their business operations and in their communication with their partners on a willful premise.

**ESSENTIALLY, CORPORATE SOCIAL RESPONSIBILITY IS AN INTER-DISCIPLINARY SUBJECT IN NATURE AND ENCOMPASSES IN ITS FOLD**

- Social, economic, ethical and moral responsibility of companies and managers,
- Compliance with legal and voluntary requirements for business and professional practice,
- Challenges posed by needs of the economy and socially disadvantaged groups, and
- Management of corporate responsibility activities.

**WHY CSR**

CSR creates a favorable public image, which attracts customers. Reputation or brand equity of the products of a company, which understands and demonstrates its social responsibilities is very high. Customers trust the products of such a company and are willing to pay a premium on its products. It builds up a positive image encouraging social involvement of employees, which in turn develops a sense of loyalty towards the organization, helping in creating a dedicated workforce proud of its company. Society gains through better neighborhoods and employment opportunities, while the organization benefits from a better community, which is the main source of its workforce and the consumer of its products. The industry/ business owe its very existence to society and have to respond to needs of the society. The company's social involvement discourages excessive regulation or intervention from the Government or statutory bodies, and hence gives greater freedom and flexibility in decision-making. The internal activities of the organisation have an impact on the external environment, since the society is an inter-dependent system. A business organisation has a great deal of power and money, entrusted upon it by the society and should be accompanied by an equal amount of responsibility. In other words, there should be a balance between the authority and responsibility. The good public image secured by one organisation by their social responsiveness encourages other organizations to adapt themselves to achieve their social responsiveness. The atmosphere of social responsiveness encourages co-operative attitude between groups of companies. Companies can better address the grievances of its employees and create employment opportunities for the unemployed. A company with its "ear to the ground" through regular stakeholder dialogue is in a better position to anticipate and respond to regulatory, economic, social and environmental changes that may occur. When making decisions about where to place their money, investors are looking for indicators of effective CSR management. In a number of jurisdictions, governments have expedited approval processes for firms that have undertaken social and environmental activities beyond those required by regulation.

**CSR IN INDIA**

Indian business visionaries and business endeavors have a long convention of working inside the qualities that have characterized our country's character for centuries. India's antiquated insight, which is as yet pertinent today, moves individuals to work for the bigger goal of the well-being of all stakeholders. The Ministry of Corporate Affairs has embraced the part of an empowering agent, facilitator and controller for viable working and development of the corporate segment. Various activities are in progress on the administrative, benefit conveyance and limit building sides so that the corporate segment is furnished with a light and empowering administrative condition for its development. At the same time, the Ministry is additionally concentrating on different issues identified with comprehensive development in connection to the improvement of corporate area.

## ROLE OF BOARD OF DIRECTORS

A top managerial staff is a collection of those or selected individuals who mutually regulate the exercises of an organization. They are additionally alluded as leading group of governors, leading body of chiefs, leading body of officials, leading body of trustees, or essentially alluded to as "the board". As per Section 2(10) of the Companies Act, 2013 "Directorate" or "Board", in connection to an organization means the aggregate assortment of executives of the organization named to the Board of the Company. The board's part is to give entrepreneurial authority of the organization inside a system of judicious and viable controls which empowers hazard to be evaluated and overseen.

## RESPONSIBILITIES

Responsibilities cast upon Directors are quite onerous and multifarious. The duties of directors are partly statutory, partly regulatory and partly fiduciary. Directors are in fiduciary position and must exercise their powers for the benefit of the company. Board is responsible for direction, control, conduct management and supervision of the company's affairs.

## WOMAN DIRECTOR

Proviso 2 to Section 149 provides that such class or classes of companies as may be prescribed in Rules shall have at least one woman director. With regard to this, Rule 3 of the Companies (Appointment and Qualification of Directors) Rules, 2014 prescribes that the following class of companies shall have at least one woman director:

Every Listed Company	Every other Public Company having:
	Paid-up capital of 100 crore rupees or more; or
	Turnover of 300 crore rupees or more.

## OBJECTIVE

To know the awareness of Women on Board of Director and Corporate Social Responsibility.

## METHODOLOGY

The study is descriptive in nature. The population of the study is the managers, company secretaries, and executive directors in various companies. As a part of the research work of the author. A pilot study was carried out by administering a questionnaire. A questionnaire consisting of 8 questions regarding the Board diversity, Board attitude, positive relation between CSR and the number of female directors on the board, Women directors are less concerned about economic performance, Lack of qualified women, Development program in place concerning diversity, measures of diversity and various board attributes like gender diversity can have significant influence on CSR. The respondents were asked to fill a questionnaire. Percentage analysis was done for the data obtained and discussed.

**TABLE 1: WHY ARE WOMEN UNDER REPRESENTED IN THE BOARDROOMS OF LISTED COMPANIES?**

Response	Frequency	Percent
Issues with maintaining work/life balance	21	35%
Male culture/women have poor networks	10	17%
Maternity issues/ leave	8	13%
Lack of opportunities	17	28%
Men tend to recruitment	4	7%
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows the maximum number of respondents of women under represented in, the boardrooms of listed companies facing the issues with maintaining work life balance 21 (35%) and the lack of opportunities 17 (28%). Only 4 respondents of men tend to recruitment.

**TABLE 2: WHAT IMPACT WOULD GENDER DIVERSITY IN SENIOR POSITIONS HAVE FOR BUSINESS? HIGH LEVEL THEMES**

Response	Frequency	Percent
Attitude/behaviour	20	33
Company performance	10	17
Career advancement	8	13
Employee satisfaction	9	15
Brand image	13	22
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows that impact would gender diversity in senior positions have for business in the high level themes of attitude or behavior shows maximum respondents of 20 (33%) and minimum theme shows the respondents level of 8 (13%).

**TABLE 3: HAS GENDER DIVERSITY CAUSED ANY PARTICULAR PROBLEMS FOR YOUR ORGANISATION?**

Response	Frequency	Percent
Lack of senior women/role models	22	36.67
Lack of gender diversity	17	28.33
Communication Problems & Unresolvable Conflict	10	16.67
Male dominated	5	8.33
Lack of Decision Making	6	10
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows that the gender diversity caused the maximum problem of 22 (36.67%) and minimum problem facing in the organization by the respondents are male dominated is 8.33%

**TABLE 4: WHAT STEPS HAS YOUR ORGANISATION TAKEN TO OVERCOME ISSUES RELATING TO GENDER DIVERSITY**

Response	Frequency	Percent
Gender diversity programme	14	23.33
Balanced work force management	12	20
Opportunities for advancement	10	16.67
Better training/ coaching	20	33.33
Developed networks	4	6.67
<b>Total</b>	<b>60</b>	<b>100</b>

The above table show that 20 (33.33%) says that better training or coaching will be taken to overcome issues relating to gender diversity and minimum percentage of the respondents shows for developed networks 4 (6.67%).

**TABLE 5: IN YOUR OPINION, WHAT OBSTRUCTS WOMEN PROGRESS AND GROWTH IN AN ORGANIZATION?**

Response	Frequency	Percent
Male Domination	15	25
Family Commitments	12	20
Less Career Ambition/ Education	17	28.33
Nature of work / Demands of work	10	16.67
Compensation benefits	6	10
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows that the 17 (28.33%) respondents are under less career ambition/Education and minimum percentage of the respondents shows for compensation benefits 10%.

**TABLE 6: WHAT IS THE MOST FREQUENT OBSTACLE FOR WOMEN TO GET INTO THE MANAGEMENT POSITION?**

Response	Frequency	Percent
Male Domination	24	40
Family Commitments	16	26.67
Less Career Ambition/ Education	8	13.33
Nature of work / Demands of work	7	11.67
Compensation benefits	5	8.33
<b>Total</b>	<b>60</b>	<b>100</b>

The above table show that 40% of the respondents due to male domination and minimum percentage of the respondents, 5% due to compensation benefits will be obstacle for women to get into the management position.

**TABLE 7: WHAT IS THE AVERAGE LENGTH OF SERVICE OF THE CURRENT BOARD MEMBERS?**

Response	Frequency	Percent
>10 years	24	40
5- 10 Years	16	26.67
<5 years	20	33.33
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows that the average length of service of the current board members of the respondents are less than 5 years, 33.33% and minimum percentage of the respondents under more than 40%.

**TABLE 8: WHAT PROPORTION OF THE EXECUTIVE TEAM IS WOMEN?**

Response	Frequency	Percent
Above 50%	10	16.67
25 – 50%	20	33.33
Less than 25%	30	50
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows that the ratio between maximum respondents have the executive team of women between 50% below less than 25% and minimum percentage of the respondents are under 16.67%

**TABLE 9: DESCRIBE ANY STEPS YOU TOOK TO OVERCOME THE PARTICULAR ISSUES YOU FACED**

Response	Frequency	Percent
Left the job	4	6.67
Worked harder	18	30
Got better training	20	33.33
Developed stronger networks	8	13.33
Became stronger/ more aggressive	10	16.67
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows that steps to overcome the particular issues faced by the maximum respondents are under better training 33.33% and minimum respondents are under the category of left the job of 6.67%.

**TABLE 10: DOES THE BOARD ASK MANAGEMENT TO PROVIDE MEASURES OF GENDER/DIVERSITY REPRESENTATION IN MANAGEMENT AT EACH LEVEL?**

Response	Frequency	Percent
Strongly Agree	10	16.67
Agree	8	13.33
Neutral	20	33.33
Disagree	18	30
Strongly Disagree	4	6.67
<b>Total</b>	<b>60</b>	<b>100</b>

The above table shows that 20% respondents say that neutral performs to provide measures of gender diversity, 6.67 % strongly disagree and Disagree is 30%

**SUGGESTION FOR FURTHER RESEARCH**

A large study involving more samples at the national level will be more useful. The same study can be conducted by using variables to know more about CSR and its importance

**FINDINGS**

Women under represented in the board rooms of listed companies facing the issues with maintaining work life balance 21(35%) and the lack of oppurtunities 17(28%).Only 4 respondents of men tend to recruitment. that impact would gender diversity in senior positions have for business in the high level themes of attitude or behavior shows maximum respondents of 20 (33%) and minimum theme shows the respondents level of 8 (13%). the gender diversity caused the maximum problem of 22 (36.67%) and minimum problem facing in the organization by the respondents are male domination 5(8.33%).The frequency of 20 respondents (33.33%) says that better training or coaching will be taken to overcome issues relating to gender diversity and minimum percentage from the respondents shows for developed networks 4 (6.67%).(28.33%) respondents are under less career ambition/Education and minimum percentage of the respondents shows for compensation benefits 10%.40% of the respondents due to male domination and minimum percentage of the respondents 5% due to compensation benefits will be obstacle for women to get into the management position. The average length of service of the current board members of the respondents is less than 5 years, 33.33% and minimum percentage of the respondents under more than 40%. That ratio between maximum respondents have the executive team of women

between 50% below less than 25% and minimum percentage of the respondents is under 16.67%. overcome the particular issues faced by the maximum respondents are under better training 33.33% and minimum respondents are under the category of left the job of 6.67%. 20% respondents say that neutral performs to provide measures of gender diversity, 6.67 % strongly disagree and Disagree is 30%.

### SUGGESTIONS

Managers should be given training on the most proficient method to manage sexual orientation assorted qualities and energize sex uniformity in the work environment. Facilitate, there ought to prepare for enlistment and choice staff to guarantee the approaching representatives can make a more adjusted workplace. Women need to build up the certainty, disposition and aptitudes expected to prevail in business and venturesome exercises. Ladies ought to know about their rights and they ought to be prepared on the best way to be more proactive in the working environment and how to manage clashes, inappropriate behavior and complaints. So organizations ought to composed mindfulness programs for ladies of association as a piece of CSR.

### CONCLUSION

With the privilege CSR system and sexual orientation adjust in the working environment, organizations can mirror a superior open and brand picture and will prevail with regards to making a supportable workforce that can concentrate on and put resources into amazing execution sets. On the other hand if the organizations gave them appropriate status, position and cash in the corporate world then with no uncertainty their position will enhance in the home and they will acquire more regard in the family and it will help in bringing the genuinely necessary change in our society. So organizations ought to incorporate sex differing qualities as an obligatory consider their corporate social duty regarding their own particular advantage and for the advantage of society.

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