

An Analysis of Gender Responsive Organisational Communication, Workplace Culture and Institutional Practices in Corporate Organisations

P-ISSN: 3048-9334 | E-ISSN: 3048-9342
SJCC International Journal of
Communication Research
Vol: 3 | Issue: 1 | Sept. 2026
pp. 51-65 | © The Author (s) 2026
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K.S. Ragini¹

Abstract

Gender responsive organisational culture and policies play a significant role in corporate organisations contributing to the overall reputation and productivity. It creates a favourable work atmosphere for employees leading to their satisfaction, well-being, innovation, growth and enhances the entire organisational performance. Positive and healthy engagement among employees strengthens the overall performance of an organisation. A gender sensitive environment in a corporate organisation enhances transparency and accountability through gender equality initiatives. The present study tries to examine the significance, role and impact of gender responsive organisational communication, institutional practices and work initiatives on women employees working in the IT sector. Gender friendly work culture contributes to equality, social justice, transparency and organisational resilience. Ensuring equal opportunity for all employees in an organisation foster greater social equity, strengthens organisational sustainability and builds a more equitable society. A gender sensitive or responsive work culture is inevitable in an organisation for promoting equality among employees, especially among women employees enhancing the entire organisational performance and productivity. Gender supportive laws and policies in an organisation can promote positive gender roles, inclusive development and participation thus reducing gender gap in the employment sector.

¹ Malayalam University, Malappuram, Kerala, India

Corresponding Author:

Dr. K.S. Ragini, Assistant Professor, School of Media Studies, Malayalam University, Malappuram, Kerala, India.

Email: raginiks@temu.ac.in

Keywords

Gender sensitive culture, Corporate culture, Work place culture, Gender development, Women empowerment.

Introduction

Gender in development is an essential approach for promoting gender equality, fairness, productivity and inclusiveness in an organization. Nowadays it has become a necessity for organisations to involve themselves in various development initiatives in order to cope up with this competitive business environment. Organisations are responsible for assuring a gender responsive working environment for its employees. Organisations involve themselves in gender friendly practices and initiatives in order to improve organisational performance aiming long term success.

Gender responsive practices include equal pay for equal work, anti-harassment measures, safe work place, flexible work schedule, work life balance, proper and fair recruitment, promotion, etc. An employee is the emblem of an organization. Every employee deserves to be treated fairly and equally in an organization. Fair engagement of employees in an organisation will develop affinity and commitment among employees towards the organisation.

Diversity and innovation are other factors that strengthen organisational reputation. It also provides a chance for organisations to make better use of their employee talent and available resources. Organisations employing gender friendly mechanisms can promote a culture of mutual respect, innovation, accountability and sustainability. A supportive working environment assures employees a free space for open discussions developing themselves.

In several organisations, unequal representation in leadership, gender biases and stereotypes still pose a serious threat to gender equality. Unfair treatment or discrimination based on gender can cause long term impact on organisational productivity, success and innovation. Gender pay-gap poses a serious threat to gender initiatives resulting in unequal promotion and discrimination which in turn negatively affects employee satisfaction, motivation and professional development. Gender based stereotypes in organisations can create

discrimination, exclusion, lower employee engagement, reduced employee motivation, increased conflicts and negative perception of the organization.

Transparent and inclusive gender policies in the workplace can promote a culture of fair communication and workplace equality among its employees. Organisational success in the global market depends on an inclusive work culture that promotes equality, respect and progress. They must establish redressal systems and mechanisms to promote underrepresented groups. Gender equality is also a part of social justice and human rights which is also an ethical obligation contributing to organisational excellence.

Review of Literature

Gender responsive organisational communication has emerged as an important area of research within corporate communication, public relations and strategic communication. Several studies have been conducted on corporate communication and its significance over the past three decades. Gender responsive communication studies focus on how organisations design their communication policies, practices and strategies of stakeholder engagement that promote gender equality, inclusion and diversity.

Gender sensitive communication studies have become an essential component of organisational effectiveness, diversity, equity, and inclusion. It refers to communication practices that recognise gender differences, eliminate discriminatory language, promote equal participation, and ensure that organisational messages are inclusive of all genders. Researchers have increasingly argued that communication systems within organisations significantly influence workplace culture, employee engagement, and leadership effectiveness.

Randolph T. Barker and Lisa Zifcak (1999), in *Communication and Gender in Workplace 2000: Creating a Contextually-Based Integrated Paradigm*, proposed that for a better and comprehensive understanding of organisational communication and culture of an organisation, workplace communication should be examined from a broader social environment and social context that integrates gender with organisational climate, culture, and structure.

Michal Izak, Peter Case, and Sierk Ybema (2024), in *Communication in Organizations: An Overview and Provocations*, highlighted communication as a fundamental process through which organisations are created and sustained. Their review suggests that inclusive communication practices, including gender-responsive approaches contribute to organisational trust, collaboration, and employee well-being.

Tricco and colleagues (2024) in *Interventions on Gender Equity in the Workplace: A Scoping Review* reviewed workplace interventions aimed at improving gender equity across different sectors. They found that organisations implementing inclusive communication policies, leadership development programmes, mentoring, and bias-awareness training achieved better gender-equity outcomes. The review emphasises that communication strategies are most effective when combined with broader organisational reforms and leadership commitment.

Elena Lange and Lisa von Stockhausen (2025), in *What Affects People's Use of and Attitudes Toward Gender-Inclusive Language?* found that gender-inclusive language plays a significant role in assuring a gender responsive communication and culture in an organisation and it is influenced by organisational norms, political orientation, and workplace culture. The study concluded that training, institutional policies, and leadership commitment increase the adoption of gender inclusive language in professional communication.

Oliveira and Huang (2025) in *Navigating Gender Disparities in Communication Research Leadership: Academic Recognition, Career Development, and Compensation* analysed that gender biases and gender disparities are continuing in workplace environment such as in leadership positions and in other organisational key posts affecting career progression which pose a serious threat to gender neutral working environment. They recommended promoting inclusive collaboration, equitable recognition, and organisational communication practices can reduce gender bias and improve women's visibility in leadership.

Need and Significance of the Study

In recent years, there is a growing need for gender inclusive research in corporate communication and organisational studies as it highlights the importance of creating a productive, equitable, diversified and inclusive work place that support

organisational productivity and effectiveness. Equitable, fair and gender sensitive organisational communication help to achieve long term sustainability and reputation. Corporate communication culture and communication policies affect the employees' level of satisfaction, well-being of employees and organisational growth. Measuring the effectiveness of gender responsive practices in organisations help to build a positive organisational culture. The present study also tries to examine the need, significance and effectiveness of gender responsive organisational communication and its impact on women's work experiences in the IT sector. Gender sensitive or responsive organisational communication studies enable the organisations to enhance employee well-being, productivity and performance offering equal spaces and opportunities for all employees without any bias or discrimination.

Objectives of the Study

1. To analyse and understand the gender responsive organisational communication, culture and practices in corporate organisations.
2. To examine the significance, role and effectiveness of gender sensitive practices and work initiatives on women employees working in corporate organisations.
3. To understand the organisational communication practices employed by the firms to ensure a gender inclusive work environment.
4. To assess employees' perceptions of gender responsive policies in organisations.

Research Questions

1. How does organisational communication influence gender equality and inclusion in corporate workplaces?
2. How does organisational communication practices and culture shape employees' experiences and perceptions of gender inclusion in corporate workplaces?

3. How does organisational culture shape the construction and experiences of gender within corporate workplaces?
4. How can effective organisational communication practices contribute to transformed gender inclusive practices, policies and power relations ensuring a gender friendly work environment?

Theoretical Framework

The study rests on feminist organisational theory that focuses on how organisational structure, culture and policies contribute to gender equality in organisations. Feminist organisational theory was developed gradually from the broader feminist movement and feminist social theory. It became especially important when scholars began questioning the assumption that organisations are neutral, rational, and gender-free. The focus was mainly on women's rights and access to public and economic institutions. Feminist organisational theory was developed from the broader struggle for women's equality and rights into a comprehensive approach for understanding power, gender, inequality, and organisational structures. The development of concepts such as the gendered organisation, glass ceiling, emotional labour, work-life balance, and intersectionality has made the theory increasingly relevant to the study of modern workplaces. By identifying hidden forms of inequality and questioning established organisational practices, feminist theory contributes to the development of workplaces that are more inclusive, democratic, equitable, and responsive to the diverse experiences of workers.

The theory helps to identify and eliminate workplace gender stereotypes and biases in organisations promoting equality, diversity, performance and inclusive work culture. Feminist organisational theory encourages gender inclusive work practices valuing diversity, participation, innovation and equality. This aids organisations to examine the hierarchal structure existing in organisations, respect human rights and provide equal opportunities and treatment to all employees regardless of gender. Equitable work space, inclusive leadership and employee satisfaction contribute to the overall success and performance of the organisation. Organisational feminist approach thus promotes social justice and transparency, enhances organisational reputation, foster equality and challenges the unfair and discriminatory practices existing in organisations.

Methodology

The study employs qualitative research methodology to understand and analyse the significance, role and impact of gender responsive work initiatives on women employees' performance in corporate organisations. It also tries to identify the elements of gender responsive corporate culture, how organisations communicate gender equality initiatives and the impact of these practices on women employees in an organisation. In-depth interviews and focus group discussions were conducted among women IT professionals and HR managers who possess a minimum of three years' experience working in three leading IT firms in India such as CTS, Tata Consultancy services and Wipro. 60 in-depth interviews and 10 focus group discussions with 8 women in each group among women IT employees were conducted as part of the study. The focus group discussions and interviews were carried out between December 2025 and June 2026. Focus group discussions and interviews allowed the participants to share their experiences and perceptions regarding workplace culture, policies and practices. Purposive sampling technique was used to select women employees who have direct experience with organisational culture and gender policies. Data was collected through focus group discussions and in-depth interviews to examine the organisational practices, experiences of employees, work-life balance, job satisfaction and retention.

Content analysis method was also employed to examine the organisational documents, policies, reports and other communication reports regarding their gender responsive culture, gender inclusive formal policies and procedures. Organisational documents such as human resource manuals, training materials, newsletters, annual CSR reports published in websites, company blogs, annual sustainability reports of 2023, 2024 and 2025 were analysed to understand the gender equality policies employed by the organisations during this period. A coding framework was developed based on gender equality, organisational culture, women's career advancement and job satisfaction. The coded data was subjected to thematic analysis to understand the significance, role and effectiveness of gender sensitive practices and work initiatives on women employees working in corporate organisations and to find out the impact of gender sensitive organisational culture on women IT employees' performance in corporate organisations. Themes were generated through systematic coding to identify organisational culture, practices, employee experiences, job satisfaction, work-life balance, career growth, retention, gender responsive practices and professional outcomes.

Analysis and Interpretation

The study tried to examine and analyse the significance, role and impact of gender responsive work initiatives on women employees working in the IT sector. The study opted three leading IT firms in India such as CTS, Tata Consultancy services and Wipro who have shown remarkable growth, development and progress in the corporate sector during the last three years. The findings of the study reveal that there exists a direct relationship between gender initiatives in an organisation and its overall performance. Gender influences development in an organisation and organisational development approaches emphasizing gender equality play a key role in promoting a sustainable and inclusive development in an organisation.

The study employed the content analysis of organisational documents, HR manuals, corporate websites, company blogs to understand how these organisations address and implement gender equality practices. Documents such as CSR reports provided a detailed view of their gender responsive initiatives, programmes, strategic plans, policies, and other gender measures employed by the organisations. It also helped to analyse the organisational priorities and values, how they frame and prioritise gender and development, gender language used by them in their reports and how they encourage evolving gender approaches. It helped to analyse and understand the gender representation and visibility in their organisational reports, publications and house journals. The organisational documents also provided a detailed view of their organisational culture, work place norms, values. gender roles and actions employed by them in order to achieve gender equality.

The study revealed that the organisations successfully integrated gender in to their planning, designs, guidelines and decision-making processes for achieving gender development goals. Organisations identified the new trends in gender initiatives and employed it in their organisational communication to promote equality. The document contents also revealed the gender commitments of the organisations, their patterns of inclusion and accountability mechanisms.

In-depth interviews and focus group discussions conducted among women IT professionals and HR managers allowed the participants to share their experiences and perceptions regarding workplace culture, policies and practices. Women employees who have direct experience with organisational culture and

gender policies were interviewed to understand the organisational practices, experiences, work-life balance, job satisfaction and retention. Focus group discussions provided insights in to organisational culture, structure, practices, work place norms, values, collective views and shared experiences of women employees. It helped to evaluate the existing organisational policies, gender initiatives and organizational culture. Interviews helped to understand and analyse the experiences of women employees in depth, work place practices, work place relationships, organisational strengths, weakness and also to identify areas for improvement for ensuring a more equitable and supportive workplace. It provided a space for women to communicate freely and share their experiences, perceptions and feelings within the organisation. Findings reveal that gender policies are successfully implemented in these three organisations generating new career development opportunities and experiences for women.

Gender responsive organisational practices

Gender sensitive/ responsive organisational policies, approaches and programmes are the need of the hour in every organisation for ensuring organisational success. Creating a gender inclusive working environment provides its employees a free and safe place to work and to participate in all organisational programmes and initiatives without stress or fear. The findings reveal that organisations implemented gender equality measures and policies such as equal pay for equal work, equal opportunities for career advancement and promotion strengthening a sense of self-worth, self-respect, recognition and confidence among women employees without any discrimination fostering a more equitable working environment. Organisations provided equal chances for all employees regarding leadership, promotion, training and professional growth in order to reduce workplace barriers. Leadership opportunities among women further encouraged and promoted fair gender practices and policies in these organisations. Flexible work policies and work arrangements encouraged a gender friendly organisational culture among the organisations. Maternity support and other related benefits provided an equitable and effective workplace for women employees to showcase their talent at their best. This further strengthened their emotional status which further positively affected their professional status and growth. Organisations' anti-harassment measures and other gender diversity initiatives ensured a safe working environment for employees strengthening organisational accountability.

Policies promoting employee well-being thus helped in building an inclusive organisational culture and a working environment free from fear, stress and discrimination.

Work- life balance

Work-life balance plays a crucial role in the wellbeing of employees, job satisfaction, productivity, work performance and promotes long term organisational commitment among employees in an organisation. The flexible work schedule after covid pandemic especially helped women employees to easily manage work arrangements along with family responsibilities. Flexible work schedule supported women to maintain work-life balance encouraging their active participation in organisational activities. This improved job satisfaction and retention among employees particularly among skilled women employees. Strong grievance mechanism in organisations attracted skilled, efficient and diverse talent promoting an inclusive organisational culture. This further reduced job stress among them enhancing productivity, self-confidence, trust and autonomy. Organisations need to develop a supportive, flexible, and gender-inclusive organisational culture. Effective work-life balance policies can benefit employees through improved motivation, productivity, commitment, and employee retention.

Inclusive work place practices

The organisations promoted gender inclusive work place practices and strategies for ensuring equal participation among employees. This included fair recruitment policies irrespective of gender, promotional opportunities, other career development initiatives creating a respectful and confident working environment. This further enhanced employee participation in organisational initiatives and activities building a positive and productive work culture. Women employees experienced self-respect, dignity and psychological safety in organisations encouraging open communication, active engagement, diversity and inclusion. By promoting trust and mutual understanding among its employees, the organisations successfully fostered a productive work place culture that encouraged employee satisfaction, collaboration, and productivity among them. Employee voice is essential for organisational success and encourages active participation, innovation and diversity in an organisation.

Career advancement opportunities

The organisations successfully implemented career advancement opportunities like promotion, mentorship and leadership among women employees. Women employees had equal access to professional developments, leadership roles and other opportunities for growth. Women employees feel motivated and satisfied with the organisational culture and work policies as it offered them equal advancement chances in employment. They experienced fair representation in organisations enhancing employee motivation, satisfaction, retention and gender diversity in organisational activities that further improved the organisational performance.

Job satisfaction

Job satisfaction improves motivation and productivity among employees in an organisation. Fair, effective work policies and work place culture provided better career growth opportunities for women in these organisations. Fair treatment, supportive management, recognition, career advancement, safe working conditions, effective communication, work–life balance, and organisational equality created an inclusive and supportive environment that improved women's job satisfaction and, consequently, their engagement, commitment, and performance. Work-life balance in these organisations helped them to manage professional and personal responsibilities hand in hand and effectively. This increased job satisfaction among women employees that resulted in organisational commitment. Work-life balance developed a sort of affinity, positive attitude and retention among employees towards the organisation. Organisations retained talented women employees and offered high salary package and incentives for those who could effectively manage both professional work and personal responsibilities together.

Internal Communication and Professional Outcomes

The findings indicate that strong and effective internal communication has a positive influence on job satisfaction among the employees in an organisation. The quality of internal communication affects the employee engagement, productivity, efficiency and overall performance of an organisation. The internal

communication climate in an organisation enhances the employees' perceptions about organisation and builds strong teamwork in an organisation. Internal communication influenced women employees' performance as effective internal communication created a supportive, transparent, and inclusive working environment. Transparent communication between women employees, their managers and supervisors further improved trust, motivation, and job satisfaction among them. Effective internal communication practices in these organisations have encouraged motivation and engagement among women employees strengthening organisational performance. Better communication practices have also resulted in career progressions, job satisfaction and increased retentions among women employees working in these organisations.

Research Findings

Based on the analysis and interpretation of the data, the study identified the following major findings:

- Corporate organizations recognized the significance of gender responsive organisational communication and practiced gender inclusive communication patterns and strategies to promote fairness, inclusivity and respect within the workplace.
- Gender responsive communication initiatives in organisations strengthened gender equality and promoted gender friendly organisational culture.
- Effective internal communication practices have encouraged motivation and engagement among women employees strengthening organisational performance.
- Gender sensitive organisational communication encouraged employee engagement, decision making capabilities and leadership opportunities among women employees assuring them a fair, equitable and transparent work culture.
- Flexible work schedule supported women to maintain work-life balance encouraging their active participation in organisational activities.

- Gender responsive initiatives in organisations resulted in job satisfaction and retention especially among women employees.
- Encouraging and promoting gender diverse perspectives and views developed mutual trust, team spirit and collaboration among employees.
- Equal opportunity policies and gender sensitivity measures in organisations promoted a culture of growth, inclusion, respect and diversity.
- Gender friendly work culture contributed to equality, social justice, transparency and organisational resilience.

Conclusion

Gender equality is a pre-requisite condition in corporate organisations for promoting employee satisfaction and organisational success. Organisations employing gender friendly policies and initiatives build a positive workplace environment for its employees and improve the productivity of the entire organisation. The study tried to examine the role and impact of gender friendly organisational practices on women employees working in the IT sector. The study also tried to understand and analyse the organisational measures and initiatives employed by organisations for promoting gender equality and inclusion among employees. The findings reveal that inclusive organisational culture creates a feeling of respect and value among employees. Flexible work arrangements contribute to work- life balance especially among women employees. Gender friendly corporate culture promotes diversity and innovation in organisations. Feeling valued among employees often results in organisational performance and success. Anti - harassment policies have increased psychological safety among women employees. Gender responsive initiatives in organisations resulted in job satisfaction and retention especially among women employees. The findings reveal that women employees received equal opportunities for professional development in these organizations. A supportive work place environment enhances the workplace climate and encourages the employees to actively participate in decision making processes. Diversity, Equity and Inclusion (DEI) culture encourages a fair, positive and collaborative environment in an organization. Women's leadership and satisfaction are other outcomes of a gender friendly organisational culture. A gender friendly corporate environment promotes

fair, inclusive and productive work culture in an organization. A gender inclusive environment promotes diversity that reduces bias and discrimination among its employees. Gender responsive environment improves workplace culture which in turn strengthens the entire organisational reputation. Equitable workplace culture reduces discrimination, improves organizational performance, supports economic growth, and create opportunities for everyone to reach their full potential, cementing organisational reputation and corporate culture.

Declaration of Conflicting Interests

The author declared no potential conflicts of interest with respect to the research, authorship and publication of this article.

Funding

The author received no financial support for the research, authorship and publication of this article.

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About the Author

Dr. K.S. Ragini is an Assistant professor in School of Media studies, Thunchath Ezhuthachan Malayalam University, Tirur since 2013. She holds her PhD in journalism and Mass Communication. She is presently the Director, School of Media Studies, Thunchath Ezhuthachan Malayalam University since November 2025. She has presented research papers in national and international conferences and has published research papers in accredited journals and publications. Her areas of interest include Development communication, New media, Corporate communication and Public relations.